

COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF PUBLIC UTILITIES
DPU 09-01-A

CONTINUED PUBLIC EVIDENTIARY HEARING,
held at the Department of Public Utilities, One
South Station, Boston, Massachusetts, on Tuesday,
May 12, 2009, commencing at 10:02 a.m., concerning:

FITCHBURG GAS AND ELECTRIC LIGHT COMPANY

SITTING: Laura Koepnick, Hearing Officer
Joan Foster Evans, Hearing Officer
Barry Perlmutter, Director, Electric
Power Division
Ghebre Daniel, Assistant Director,
Electric Power Division
Paul Osborne, Assistant Director, Rates
and Revenue Requirements Division
Shashi Parekh, Analyst
Donald Nelson, Analyst

-----Reporter: Alan H. Brock, RDR, CRR-----
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<p>1 APPEARANCES:</p> <p>2 Dewey & LeBoeuf LLP</p> <p>3 Scott J. Mueller, Esq.</p> <p>4 Meabh Purcell, Esq.</p> <p>5 Robert G. Goulet, Esq.</p> <p>6 260 Franklin Street</p> <p>7 Boston, Massachusetts 02110-3173</p> <p>8 617.748.6843 fax: 617.897.9043</p> <p>9 smueller@dl.com</p> <p>10 mpurcell@dl.com</p> <p>11 rgoulet@dl.com</p> <p>12 for Fitchburg Gas and Electric Light Company</p> <p>13 Gary Epler, Esq.</p> <p>14 Unitil Service Corporation</p> <p>15 6 Liberty Lane West</p> <p>16 Hampton, New Hampshire 03842</p> <p>17 603.773.6440 fax: 603.773.6605</p> <p>18 epler@unitil.com</p> <p>19 for Fitchburg Gas and Electric Light Company</p> <p>20 Office of the Attorney General</p> <p>21 James Stetson, Esq.</p> <p>22 Sandra Callahan Merrick, Esq.</p> <p>23 Tackey Chan, Esq.</p> <p>24 Assistant Attorneys General</p> <p>One Ashburton Place</p> <p>Boston, Massachusetts 02108</p> <p>james.stetson@state.ma.us</p> <p>sandra.callahan@state.ma.us</p> <p>tackey.chan@state.ma.us</p> <p>617.727.2200 fax: 617.727.1047</p> <p>Keegan Werlin, LLP</p> <p>Robert N. Werlin, Esq.</p> <p>265 Franklin Street</p> <p>Boston, Massachusetts 02110-3113</p> <p>617.951.1400 fax: 617.951.1354</p> <p>rwerlin@keeganwerlin.com</p> <p>for NSTAR Electric Company</p>	<p>201</p> <p>1 May 12, 2009 10:02 a.m.</p> <p>2 P R O C E E D I N G S</p> <p>3 MS. EVANS: Good morning. This is Day 2</p> <p>4 of the evidentiary hearings in the matter captioned</p> <p>5 DPU 09-01-A, an investigation by the Department of</p> <p>6 Public Utilities on its own motion into the</p> <p>7 preparation and response of Fitchburg Gas and</p> <p>8 Electric Light Company, d/b/a Unitil, hereinafter</p> <p>9 "Unitil" or "company," to the December 12th, 2008</p> <p>10 winter storm, pursuant to General Laws Chapter 164,</p> <p>11 Sections 76 and 1E.</p> <p>12 My name is Joan Foster Evans. I am one</p> <p>13 of the hearing officers assigned to this matter by</p> <p>14 the Commission. With me on the bench also is Laura</p> <p>15 Koepnick, who is the other hearing officer on this</p> <p>16 matter. I also have with me from the Electric Power</p> <p>17 Division Barry Perlmutter, who is the director; Don</p> <p>18 Nelson; Shashi Parekh; and Ghebre Daniel. At the</p> <p>19 end of the bench also is Paul Osborne, from the</p> <p>20 Rates and Revenue Requirements Division.</p> <p>21 I'll ask at this point in time, would</p> <p>22 counsel for the company identify yourselves.</p> <p>23 MR. MUELLER: On behalf of Fitchburg Gas</p> <p>24 and Electric Light Company, doing business as</p>
<p>200</p> <p>1 Kopelman & Paige, P.C.</p> <p>2 Richard Bowen, Esq.</p> <p>3 101 Arch Street</p> <p>4 Boston, Massachusetts 02110</p> <p>5 617-556-0007 fax: 617-654-1701</p> <p>6 rbowen@k-plaw.com</p> <p>7 for the Town of Lunenburg</p> <p>8 Bonville & Howard</p> <p>9 Alyne Butland, Esq.</p> <p>10 154 Prichard Street</p> <p>11 Fitchburg, Massachusetts 01420</p> <p>12 978.345.4144 fax: 978.345.2261</p> <p>13 ed@bonvillelaw.com</p> <p>14 for consumers and businesses in Ashby,</p> <p>15 Lunenburg, Fitchburg, and Townsend</p>	<p>202</p> <p>1 Unitil, Scott Mueller, Meabh Purcell, and Robert</p> <p>2 Goulet, from Dewey & LeBoeuf, and Gary Epler from</p> <p>3 Unitil.</p> <p>4 MR. STETSON: On behalf of the Attorney</p> <p>5 General, Martha Coakley, my name is James Stetson.</p> <p>6 Questioning this morning will be continuing with</p> <p>7 Tackey Chan, an Assistant Attorney General. With us</p> <p>8 at the table is analyst Joan Foster Evans Plett.</p> <p>9 MR. BOWEN: Richard Bowen, of Kopelman</p> <p>10 and Paige, town counsel for Town of Lunenburg.</p> <p>11 MS. EVANS: Counsel from any of the</p> <p>12 other intervenors? National Grid? Unions? Any</p> <p>13 counsel for any of the limited participants here</p> <p>14 today?</p> <p>15 MS. BUTLAND: Alyne Butland, for the</p> <p>16 consumers of Unitil, in the class action.</p> <p>17 MS. EVANS: Thank you. Would the</p> <p>18 company like to reintroduce the panel for</p> <p>19 cross-examination?</p> <p>20 MS. PURCELL: Yes.</p> <p>21 THOMAS P. MEISSNER, JR., GEORGE R.</p> <p>22 GANTZ, MARK LAMBERT, RAYMOND LETOURNEAU,</p> <p>23 and RICHARD FRANCAZIO, Previously sworn</p> <p>24 DIRECT EXAMINATION</p>

<p style="text-align: center;">203</p> <p>1 BY MS. PURCELL:</p> <p>2 Q. Could you please state your name, your</p> <p>3 title, and your business address.</p> <p>4 A. [FRANCAZIO] Richard Francazio, director of</p> <p>5 emergency management and compliance at Unitil, 6</p> <p>6 Liberty Lane, Hampden, New Hampshire.</p> <p>7 Q. Mr. Letourneau?</p> <p>8 A. [LETOURNEAU] Raymond Letourneau, Jr.,</p> <p>9 director of operations for Unitil. My business</p> <p>10 address is 6 Liberty Lane West, Hampton, New</p> <p>11 Hampshire.</p> <p>12 A. [MEISSNER] Tom Meissner, Jr., senior vice-</p> <p>13 president and chief operating officer. My business</p> <p>14 address is 6 Liberty Lane West, Hampton, New</p> <p>15 Hampshire.</p> <p>16 A. [GANTZ] George Gantz, senior vice-</p> <p>17 president, customer services and communication. My</p> <p>18 business address is 6 Liberty Lane West, Hampton,</p> <p>19 New Hampshire.</p> <p>20 A. [LAMBERT] Mark Lambert, director of</p> <p>21 customer services. My business address is 5 McGuire</p> <p>22 Street, Concord, New Hampshire.</p> <p>23 MS. EVANS: At this point I'd like to</p> <p>24 remind the panel that you are still under oath from</p>	<p style="text-align: center;">205</p> <p>1 Electric's initial damage assessments with National</p> <p>2 Grid's initial damage assessment, what comparisons</p> <p>3 have you made of the two companies so far?</p> <p>4 A. [FRANCAZIO] I would say that the process</p> <p>5 that we instituted when we went to Unitil to help</p> <p>6 them out was more detailed than the process that</p> <p>7 they had in place previously. We had a format that</p> <p>8 we had actually borrowed from Florida Power & Light,</p> <p>9 so some of the events that we supported Florida</p> <p>10 Power & Light in, some of the hurricanes, that they</p> <p>11 had, and we adopted that process and that system for</p> <p>12 National Grid.</p> <p>13 Again, the differences, as I said, were</p> <p>14 probably at the level of detail. Unitil did have a</p> <p>15 damage assessment completed. They did have an idea</p> <p>16 of the amount of damage. I think as the storm</p> <p>17 progressed, there was some confusion as to what was</p> <p>18 completed and what was still outstanding. That's</p> <p>19 why we implemented a more detailed damage assessment</p> <p>20 at that point.</p> <p>21 A. [MEISSNER] If I may add to the response:</p> <p>22 I just wanted to clarify, too, that Mr. Francazio</p> <p>23 was not actually at our operations center until a</p> <p>24 week into the storm, so he really didn't see</p>
<p style="text-align: center;">204</p> <p>1 yesterday. I'll turn this over to Mr. Chan, to</p> <p>2 continue cross-examination for the Office of the</p> <p>3 Attorney General.</p> <p>4 CONTINUED CROSS-EXAMINATION</p> <p>5 BY MR. CHAN:</p> <p>6 Q. I just want to remind you again that we are</p> <p>7 directing questions to specific witnesses at the</p> <p>8 panel. If any individual wishes to comment or</p> <p>9 continue on from another person's initial statement,</p> <p>10 please do not just interrupt, please say you intend</p> <p>11 to and go on from there. If you need to speak to</p> <p>12 counsel, please indicate you do want to do that, and</p> <p>13 we can take a break and you can consult with</p> <p>14 counsel. Is that clear?</p> <p>15 A. [MEISSNER] Yes.</p> <p>16 Q. I'm going to continue with Mr. Francazio</p> <p>17 this morning. Good morning.</p> <p>18 A. [FRANCAZIO] Good morning.</p> <p>19 Q. My first question today is: After a storm</p> <p>20 event, how important is the initial damage</p> <p>21 assessment?</p> <p>22 A. [FRANCAZIO] I think it's paramount to a</p> <p>23 good restoration.</p> <p>24 Q. When you compare Fitchburg Gas and</p>	<p style="text-align: center;">206</p> <p>1 firsthand what our damage assessment was in the</p> <p>2 early stages of the storm.</p> <p>3 In terms of the process that I</p> <p>4 personally saw National Grid do: I think the</p> <p>5 science that was added to it is really in</p> <p>6 translating damage assessment into estimated times</p> <p>7 of restoration. Damage assessment does not in</p> <p>8 itself tell you that. Damage assessment is damage</p> <p>9 assessment. It tells you how many broken poles you</p> <p>10 have, how many miles of wire might need to be</p> <p>11 replaced, how many services are down.</p> <p>12 From that, it's necessary to try to</p> <p>13 translate that information into estimates of repair</p> <p>14 times, which is very difficult to do. I think it's</p> <p>15 a challenge that all companies face, in terms of how</p> <p>16 do you translate extensive damage into an estimated</p> <p>17 repair time.</p> <p>18 The method that National Grid brought</p> <p>19 in, which actually is the only time I've ever seen</p> <p>20 that, had that mechanics behind their damage</p> <p>21 assessment. And I believe it was based on their</p> <p>22 experiences in storms in New York and other</p> <p>23 locations, but it has to necessarily be based on</p> <p>24 your experience in prior storms in order to do that.</p>

<p style="text-align: center;">207</p> <p>1 A. [LETOURNEAU] I'd also like to add: Given</p> <p>2 the experience we just had with this 2008 ice event,</p> <p>3 that Unitil is implementing similar science. We now</p> <p>4 have seen the devastation that we had in our system</p> <p>5 and were able to adopt some of those same sciences</p> <p>6 for our own damage assessment.</p> <p>7 Q. Mr. Francazio?</p> <p>8 A. [FRANCAZIO] I think it's an important</p> <p>9 point that Tom made, that the damage assessment, as</p> <p>10 I said, has to be structured for a specific</p> <p>11 geographic region. So the times that go with it,</p> <p>12 the science that's behind that piece, for defining</p> <p>13 the estimated restoration time, crew complement to</p> <p>14 accomplish the amount of work, all those pieces are</p> <p>15 very much tailored to a geography. The same system</p> <p>16 cannot be just lifted and shifted from Florida to</p> <p>17 New England because the geography, the seasonality</p> <p>18 type of issues that come up all have to be taken</p> <p>19 into consideration when building that algorithm -- I</p> <p>20 don't want to call it an algorithm, but building</p> <p>21 that process.</p> <p>22 Q. Would it be safe to say that National</p> <p>23 Grid's service territory in Massachusetts would</p> <p>24 experience similar weather that you find in</p>	<p style="text-align: center;">209</p> <p>1 That information is then compiled into</p> <p>2 an envelope. That envelope reflects all the work on</p> <p>3 that particular feeder. And then we take that</p> <p>4 information, we consolidate it, and actually develop</p> <p>5 an estimated number of manhours associated with that</p> <p>6 work, whether it's tree-trimming or any type of</p> <p>7 repair or construction that's necessary for that</p> <p>8 particular feeder, and add all those hours up, and</p> <p>9 that gives you roughly a crew count. And then you</p> <p>10 just work it through through the number of crews</p> <p>11 that you have, and you can come up with an estimated</p> <p>12 restoration time.</p> <p>13 Again, as I said, it is an estimate.</p> <p>14 You have to put some sort of experience to those</p> <p>15 numbers as well as you're looking at it.</p> <p>16 Q. So as part of this plan revision that's</p> <p>17 ongoing, will you be implementing the type of</p> <p>18 methodology as described?</p> <p>19 A. [FRANCAZIO] That is well underway as we</p> <p>20 speak.</p> <p>21 A. [MEISSNER] One thing I'd like to add:</p> <p>22 that no level of damage assessment or methodology</p> <p>23 can ever account for the weather that was</p> <p>24 experienced during the storm. There was really a</p>
<p style="text-align: center;">208</p> <p>1 Fitchburg Gas and Electric?</p> <p>2 A. [FRANCAZIO] I would say, with this</p> <p>3 particular event, the Fitchburg area and surrounding</p> <p>4 communities were definitely the hardest-hit areas.</p> <p>5 We did not see that type of devastation in North</p> <p>6 Andover and the other areas. So clearly, Fitchburg,</p> <p>7 as I said previously, is ground zero, as far as I</p> <p>8 can tell, as far as the amount of damage that was</p> <p>9 sustained.</p> <p>10 Q. And you stated earlier, regarding impressed</p> <p>11 with National Grid's methodology. Could you give us</p> <p>12 a little summary of what the methodology is?</p> <p>13 A. [FRANCAZIO] The way the damage assessment</p> <p>14 works is that the individuals would go out with a</p> <p>15 series of templates. Within those templates you</p> <p>16 would define the work that has to be completed at</p> <p>17 specific locations. That would be done on a feeder</p> <p>18 basis. That information has specific times,</p> <p>19 restoration times, associated with it. That is an</p> <p>20 estimate at best, and it is, again, as I said</p> <p>21 previously, factored by the time of year. So you</p> <p>22 know that if they're in a winter storm, that time</p> <p>23 frame would be different than it would be for a</p> <p>24 summer storm, so to replace a pole or whatever.</p>	<p style="text-align: center;">210</p> <p>1 succession of storms. There was a storm Wednesday.</p> <p>2 There was a snowstorm Friday with over a foot of</p> <p>3 snow. There was a snowstorm Sunday with over a foot</p> <p>4 of snow. Our facilities at that point were down,</p> <p>5 wrapped up in branches, trees, in snowbanks, and</p> <p>6 then they were actually just plowed off the side of</p> <p>7 the road. In some cases they never found the pole</p> <p>8 again, it was snagged by plows, it was hauled a mile</p> <p>9 up the street. So those were some of the challenges</p> <p>10 unique to the storm. Any damage- assessment</p> <p>11 methodology you have can't account for all that.</p> <p>12 There's just no way to account for the on-the-ground</p> <p>13 situation that some of our crews encountered.</p> <p>14 A. [FRANCAZIO] Just to add to that: Going</p> <p>15 forward, there is a whole planning section that is</p> <p>16 established under the ICS process. That planning</p> <p>17 section, as Tom just indicated, needs to account for</p> <p>18 all these other pieces when they are developing your</p> <p>19 estimated restoration time. So the damage-</p> <p>20 assessment process gives you the raw data, and then</p> <p>21 you really need to put your experience and</p> <p>22 understanding of, you know, weather forecasts and</p> <p>23 other types of obstacles that might develop into the</p> <p>24 mix.</p>

<p style="text-align: center;">211</p> <p>1 A. [LETOURNEAU] There's also one other piece 2 that I would like to add to damage assessment that I 3 think is important, an important point to keep in 4 mind: With this particular event, unlike a 5 hurricane, that moves in, causes damage to your 6 system, and moves out, unlike a thunderstorm that 7 comes in, the wind blows, the lightning causes 8 problems, and moves out, this ice event continued to 9 cause damage. The ice event moved in on the 11th, 10 but as late as the 13th and 14th of December we were 11 still having problems with new troubles coming in. 12 Yes, a lot of wires were down, but our crews were 13 experiencing roads that they had cleared the day 14 before to access a certain part of a certain 15 municipality. A day later they're on that road and 16 that road is now covered with trees again. So trees 17 continued to fall well into this event. 18 So in relation to damage assessment, if 19 we go out and we do damage assessment and we put 20 some wires up, it's quite possible that a couple of 21 days after the event had moved through the area that 22 we are continuing to experience problems. 23 Q. I would have to assume that Fitchburg Gas 24 and Electric has experienced snowstorms in the past</p>	<p style="text-align: center;">213</p> <p>1 A. [MEISSNER] Yes. 2 Q. During those outages with those snowstorms, 3 you have experienced some downed wires on occasion? 4 A. [MEISSNER] That's correct. 5 Q. And on those occasions, have plows taken 6 wire away by accident? 7 A. [MEISSNER] I would assume, if it's 8 happened, it would be very infrequent. You don't 9 get the type of downed wire in any other event that 10 we had in this event. 11 Q. But it probably has happened in the past. 12 A. [MEISSNER] Yeah. I don't have any 13 personal knowledge, but probably it's happened, yes. 14 Q. Mr. Francazio, if Fitchburg Gas and 15 Electric did not have a good estimated time to 16 repair and the manhours required, could that lead to 17 an inadequate estimate of crews required for 18 repairs? 19 A. [FRANCAZIO] Again, I wasn't there during 20 the initial phases of that storm, so I would have to 21 defer that. I don't know what information they had 22 at that point in time. As I said, when I got there, 23 the level of detail -- and as Ray indicated, there 24 had been a number of other events that had taken</p>
<p style="text-align: center;">212</p> <p>1 where they had downed wires; is that correct? 2 A. [MEISSNER] There was no storm that was 3 anywhere near in terms of the magnitude of this 4 storm. To give you an example, we examined the 5 report that was issued in the '96 storm, which 6 there's been a lot of comparisons drawn to that 7 storm. At the time that was characterized as the 8 biggest storm that we had experienced in over two 9 decades. I think that was right in the report. 10 They reported an extraordinary number of broken 11 poles in that storm: 28. That was the extent of 12 the damage in that storm. 13 In this storm, we replaced two to three 14 hundred, and that was just our sets. We don't even 15 know how many Verizon set. So by any comparison, 16 that was an order of magnitude greater than that 17 storm, and that was considered prior to this to be 18 the biggest storm that had been experienced in over 19 30 years. 20 Q. Let me try to narrow the question a bit 21 more. What I'm asking is that Fitchburg Gas & 22 Electric has experienced snowstorms in the past 23 where there have been power outages -- not 24 necessarily to the level of '96. Is that correct?</p>	<p style="text-align: center;">214</p> <p>1 place. There were consistent issues with falling 2 limbs and additional wire down damage. I started 3 the process from scratch because that is the way I 4 would approach an event. That doesn't mean that 5 they didn't have something. I am just not aware of 6 it. 7 Q. Mr. Francazio, when you arrived at 8 Fitchburg Gas and Electric in December, what support 9 did National Grid crews need from Fitchburg Gas and 10 Electric, if any? 11 A. [FRANCAZIO] Oh, clearly, we needed maps. 12 We needed information on the circuitries. We needed 13 the system layout. We needed support from the relay 14 folks and switching and protection folks. We needed 15 quite a bit of support, actually. 16 Q. Communications support? 17 A. [FRANCAZIO] The communications was 18 completed by -- was all until folks at that point 19 in time, yes. 20 Q. Mr. Letourneau, how were crew requirements 21 determined prior to the first mutual-aid request for 22 crews? 23 A. [LETOURNEAU] Those were based on the 24 restoration coordinators providing information</p>

<p style="text-align: center;">215</p> <p>1 relative to the status of their system.</p> <p>2 Q. Were crew requirements explicitly updated</p> <p>3 after initial damage assessment?</p> <p>4 A. [LETOURNEAU] Yes. We continually -- we</p> <p>5 originally were seeking mutual-aid assistance during</p> <p>6 the NEMAG conference calls. Subsequent to the NEMAG</p> <p>7 conference calls, Unitil lost some crews that were</p> <p>8 promised to be coming. So we continually sought</p> <p>9 additional crews throughout the event. There wasn't</p> <p>10 a point in time that Unitil was not seeking</p> <p>11 additional resources, throughout the entire event.</p> <p>12 It wasn't a December 12th and December 13th and then</p> <p>13 Unitil stopped looking for crews. We continually</p> <p>14 looked for crews.</p> <p>15 So we could have had very good damage</p> <p>16 assessment. We could have had -- you know, if we</p> <p>17 had a system, as Rich has described, that was able</p> <p>18 to do a very detailed damage assessment, I don't</p> <p>19 believe that that would have shortened the duration</p> <p>20 of the outage, because we continually tried to get</p> <p>21 additional resources to help us through the event,</p> <p>22 and they were just not available.</p> <p>23 A. [MEISSNER] If I may add to that. It may</p> <p>24 be helpful to talk a little bit about what happened</p>	<p style="text-align: center;">217</p> <p>1 assessment, it was impeded during the early days</p> <p>2 because of accessibility problems. In Ashby in</p> <p>3 particular, we asked for assistance from the Town to</p> <p>4 bring in the National Guard to open the roads in</p> <p>5 order that crews could begin working there over the</p> <p>6 weekend because the roads were largely impassable.</p> <p>7 So for the first two to three days of</p> <p>8 the storm, the situation was very difficult in terms</p> <p>9 of assessing what was actually happening in terms of</p> <p>10 damage. There was limited information available to</p> <p>11 request crews, and I don't know that there was</p> <p>12 really any information available at the time of the</p> <p>13 conference calls where mutual aid was requested.</p> <p>14 Q. Mr. Letourneau, what were the number of</p> <p>15 crews Fitchburg Gas and Electric felt it needed, and</p> <p>16 how did it compare to the initial mutual-aid</p> <p>17 request?</p> <p>18 A. [LETOURNEAU] Could you restate the</p> <p>19 question, please?</p> <p>20 Q. When you compare what your initial mutual-</p> <p>21 aid request was and after your initial damage</p> <p>22 assessment --</p> <p>23 A. [LETOURNEAU] Yes.</p> <p>24 Q. -- what were the number of crews you felt</p>
<p style="text-align: center;">216</p> <p>1 at the beginning of the storm in terms of the</p> <p>2 information, because it was known, in fact, directly</p> <p>3 into the requests. The storm happened overnight,</p> <p>4 Thursday into Friday morning. As of Friday morning,</p> <p>5 there was essentially no information on the extent</p> <p>6 of the damage. The whole transmission system</p> <p>7 initially went out before we sustained any internal</p> <p>8 troubles on our system. So the damage actually</p> <p>9 happened after all the electricity was out, if you</p> <p>10 think of it that way. The electricity went out to</p> <p>11 everybody because of a transmission problem. Then</p> <p>12 we experienced all the internal damage on the</p> <p>13 system. Once the external transmission was</p> <p>14 restored, we immediately started trying to restore</p> <p>15 the internal transmission. Until that was restored,</p> <p>16 we had every reason to believe that, when you</p> <p>17 restored the transmission, you would restore most --</p> <p>18 many or most of your customers.</p> <p>19 Normally, at the outset of a storm you</p> <p>20 try to get a handle on how many individual troubles</p> <p>21 you think you have on your system to make an initial</p> <p>22 assessment of crews. We had no information on</p> <p>23 number of troubles on the system.</p> <p>24 In terms of starting the initial damage</p>	<p style="text-align: center;">218</p> <p>1 you needed after the initial assessment?</p> <p>2 A. [LETOURNEAU] Are you asking me in</p> <p>3 hindsight?</p> <p>4 Q. Yes, in hindsight.</p> <p>5 A. [LETOURNEAU] In hindsight -- the number of</p> <p>6 crews originally asked for were 40 crews during the</p> <p>7 mutual-aid process. In hindsight, given the level</p> <p>8 of damage and the number of crew days -- the number</p> <p>9 of crew days that Unitil experienced -- utilized to</p> <p>10 restore the complete system was approximately 1400</p> <p>11 crew days. So it's a simple mathematical formula to</p> <p>12 divide 1400 by 40, and you could determine the</p> <p>13 length and extent of the restoration period.</p> <p>14 Again, it's a very hypothetical</p> <p>15 question, because it's difficult to know. You would</p> <p>16 have to put other pieces into that. Unitil asked</p> <p>17 for 40 crews. We were told we were getting 14</p> <p>18 construction crews from Ohio. They didn't come. So</p> <p>19 that becomes part of, again, that decision-making</p> <p>20 process. Should I have asked for 80? In hindsight,</p> <p>21 again, I didn't know that we were going to lose</p> <p>22 these 14 construction crews, which was about 40, you</p> <p>23 know, bucket crews -- 40 crews, probably 28 bucket</p> <p>24 crews plus some pole-setting equipment. Those are</p>

<p style="text-align: right;">219</p> <p>1 all factors that you have to consider when you're 2 requesting crews during the mutual-aid process. 3 So for me to give you a direct answer 4 would require you to provide me with more detail in 5 terms of what your scenario is. 6 A. [MEISSNER] These were also in addition to 7 contractors, in-house crews, and all the other 8 crews. So this wasn't the extent of the response. 9 A. [LETOURNEAU] We already had crews on our 10 system. We had our own, of course, internal crews, 11 and we had all our internal contractors working on 12 the system at that time. So these were additional 13 crews that we were seeking, above and beyond what we 14 already have on our system. 15 And those crews, those 40 crews, just to 16 provide you with some context -- because I think 17 it's important to understand the context that we're 18 dealing with. In the worst storm this company has 19 ever experienced -- again, our benchmark storm -- it 20 was 1996. It was a winter storm we had in 1996. We 21 had 35 crews working. 22 A. [MEISSNER] At the peak. 23 A. [LETOURNEAU] At the peak. And we already 24 had almost 30 crews working when we requested 40</p>	<p style="text-align: right;">221</p> <p>1 that I made the subsequent week, but from noon 2 forward, every call that I made, every email that I 3 sent was, "If you have anything available. What do 4 you have available?" There was not a number. Does 5 that answer your question? 6 Q. Did you keep a log of when these calls were 7 made? 8 A. [LETOURNEAU] I did not keep a log, no. 9 Q. How would Fitchburg Gas and Electric have 10 benefited from a helicopter fly-over of its system? 11 A. [LETOURNEAU] That's a very difficult 12 question for me to respond to, because I don't know 13 what we could have seen from the air. A helicopter 14 fly-over on our transmission system was beneficial. 15 The transmission system is much more visible from 16 the air. The detailed damage assessment that we are 17 going to be putting in place, that Mr. Francazio 18 spoke of earlier, would be virtually impossible to 19 do from the air. You need to be on the ground. You 20 need to be in front of the facilities. You need to 21 be tracking where you are and what you're doing. 22 From the air it would be very difficult because of 23 trees and canopy of trees. 24 So it's difficult for me to answer that</p>
<p style="text-align: right;">220</p> <p>1 additional crews. So we were looking at doubling 2 the size of the work force that we had from the very 3 worst storm we ever had. So putting that in 4 context, that's a significant request for Unitil. 5 That's a very significant amount of crews for us to 6 be asking for on the conference call. 7 Q. During the storm restoration process, did 8 Fitchburg Gas and Electric ever explicitly update 9 its crew requirements? 10 A. [LETOURNEAU] I'm sorry, I didn't 11 understand the last part. I didn't hear the last 12 part of that. 13 Q. As part of the storm restoration process, 14 did Fitchburg Gas and Electric ever explicitly 15 update its crew requirements? 16 A. [LETOURNEAU] To whom? Again, I'm not 17 following your question. 18 Q. In terms of the number of crews you need, 19 putting out requests for additional assistance. 20 A. [LETOURNEAU] The last conference call we 21 had with NEMAG was at noontime on Friday, December 22 12th. The request that I put out subsequent to that 23 was all available. There was no specific number 24 that I was asking for. There was a specific request</p>	<p style="text-align: right;">222</p> <p>1 question without having the information in terms of 2 what would have been visible. 3 Q. Had Fitchburg Gas and Electric known the 4 full extent of the damage early in the storm, how 5 many crews would it have wanted? 6 A. [LETOURNEAU] Again, a very difficult 7 answer to provide, not knowing all the other 8 circumstances. You're asking a question that 9 requires me to know certain other things that 10 occurred in this particular event -- for example, 11 that damage continued, not just from Friday, but 12 through that weekend, into Monday and Tuesday; that 13 we were going to lose crews from Ohio; that, you 14 know -- 15 There's a multitude of factors that 16 would require me -- before I make that decision, of 17 actually how many crews I do need. You know, when 18 was the New Hampshire restoration going to be 19 completed so we could move crews from New Hampshire? 20 When were the surrounding other utilities going to 21 be done with their full restoration so that crews 22 would be released there? 23 All of those factor into your decisions 24 with regard to your crews, in addition to some of</p>

1 the things we've already talked about.

2 A. [MEISSNER] The reality is, it's only a
3 question that can be answered in hindsight. There's
4 no way to have the information at the time.

5 Q. Mr. Letourneau, are you familiar with any
6 large utility contractors?

7 A. [LETOURNEAU] Yes.

8 Q. Can you name me a few of them?

9 A. [LETOURNEAU] Halpin, Hawkeye, ElecComm.
10 These names are names that we became aware of as a
11 result of this storm, as a result of this event.

12 When National Grid was completing their restoration
13 on Friday, December 19th, they began releasing some
14 of these larger contractors to us that were working
15 on their system during the event. Those are large
16 local contractors. Some are local; some are not
17 local. But those are some of the local ones.

18 We subsequently as a result of our
19 self-assessment have identified that as an area that
20 we need to shore up our resources. I've personally
21 met with several of these contractors, talking to
22 them about working on our system and what kind of
23 arrangements can be made for things like standby for
24 a storm and other arrangements.

1 A. [FRANCAZIO] Can I interject? Again, we
2 have PO's being cut as we speak for the bigger
3 vendors, for standby, on-call, and for restoration
4 activities. So going forward, we will definitely
5 have the capability of communicating with these
6 folks our requirements going forward.

7 A. [MEISSNER] Just to clarify as well: The
8 company did have relationships with contractors, so
9 it shouldn't be left that that didn't exist. We had
10 relationships with our own contractors. I think the
11 reality is National Grid probably was not familiar
12 with the contractors we use. So every company has
13 relationships with certain contractors.

14 I think what we learned during this
15 storm is, we're going to have to have relationships
16 with contractors that can scale up to a size much
17 more significant than we had ever planned on before.

18 A. [FRANCAZIO] Just to clarify: A PO is a
19 purchase order.

20 Q. Mr. Letourneau, are you familiar with
21 contractors that are named such as Pike Electric,
22 Par Electric Contractors, L.E. Myer, M-y-e-r,
23 Contractors?

24 A. [LETOURNEAU] I am not.

1 Q. I know we're still talking about things in
2 hindsight here, because in the event of and looking
3 after the fact, you have a different point of view
4 of things. However, do you believe it would be --
5 do you think it's possible for a large utility
6 contractor to provide crews within a 24-hour to
7 36-hour period?

8 A. [LETOURNEAU] Generally speaking, the
9 contractors that we recently met with will have that
10 ability either through their own resources or
11 through partnerships that they have with other
12 entities. So yes, that is possible.

13 Q. In your conversations with these
14 contractors, are they able to provide up to 80 or
15 more crews, if needed?

16 A. [FRANCAZIO] Yes.

17 Q. Mr. Letourneau, what was the largest
18 contractor you had prior to learning from National
19 Grid about these other large utility contractors?

20 A. [FRANCAZIO] Could I just interject for a
21 second?

22 Q. Yes.

23 A. [FRANCAZIO] I said yes pretty quickly
24 there. The other piece of that is that there will

1 be the same demand from other utilities in the
2 region, and it is a competitive process at that
3 point in time to try and get as many resources as
4 possible.

5 So do they have that many resources?
6 Yes, they do. Can I guarantee that we're going to
7 be the only ones asking that question? No, I can't.

8 Q. I would also assume that as part of your
9 plan this summer you will be putting together a
10 competitive process for Fitchburg Gas and Electric.

11 A. [FRANCAZIO] Without a doubt, as well as
12 the fact that you need multiple options as part of
13 that process. So it isn't just going to one vendor,
14 it is going to 15 vendors to get the numbers that
15 you need to get.

16 Q. How do mutual-aid agreements deal with the
17 competitive aspect?

18 A. [FRANCAZIO] It starts with whether or not
19 those vendors actually have crews working on the
20 property. Those folks that have significant numbers
21 of crews working on their property have the option
22 on those crews to work with them initially and will
23 probably be the first folks having those
24 conversations with those vendors for any additional

<p style="text-align: right;">227</p> <p>1 resources.</p> <p>2 What occurs, and with the value of NEMA</p> <p>3 and the other mutual-aid organizations, is that</p> <p>4 you're having conversations about the contractors</p> <p>5 that they have as well. Usually -- there's a whole</p> <p>6 process to this.</p> <p>7 Usually who's released first is their</p> <p>8 contract crews. So, yes, it is mutual aid that</p> <p>9 you're actually discussing with other utilities, but</p> <p>10 the first folks that they're releasing is usually</p> <p>11 their contract crew, before they release their</p> <p>12 in-house crews. So it's in that phase that you're</p> <p>13 having conversations with them and with their</p> <p>14 vendors to say, "Lookit, we'd like to get X number</p> <p>15 of those crews." They say, "Okay. That's</p> <p>16 legitimate. We're going to release them from our</p> <p>17 property because they were doing routine work." So</p> <p>18 we might be talking to somebody in Pennsylvania who</p> <p>19 says, "Okay, we're working with Harlan. Harlan</p> <p>20 would like to release 30 more crews to come to New</p> <p>21 England."</p> <p>22 So where we'll talk to the utility in</p> <p>23 MAMA on these conference calls, that says, "Okay,</p> <p>24 yeah, we'll let them go and forgo some of our</p>	<p style="text-align: right;">229</p> <p>1 vendors to finally come up with the number of crews</p> <p>2 that you're going to end up with at the end of the</p> <p>3 day.</p> <p>4 A. [LETOURNEAU] And if I may piggyback on</p> <p>5 some of that: The NEMAG group, that's one of the</p> <p>6 objectives of the NEMAG group. The NEMAG group is</p> <p>7 to try to prevent the one-off phone calls, to try to</p> <p>8 prevent a National Grid or Unitil from calling</p> <p>9 another utility and saying, "Give me 80 crews," and</p> <p>10 that's all that utility can give. The NEMAG process</p> <p>11 is to put all those resources into one bucket and</p> <p>12 then try to spread the mutual aid proportionately,</p> <p>13 if you will, across the region or across the area or</p> <p>14 across the companies that are, as Rich used the</p> <p>15 word, that they're all competitive, they're all</p> <p>16 competing for those same crews. That's the point of</p> <p>17 joining the NEMAG group.</p> <p>18 Q. You said earlier that part of this process</p> <p>19 is that you would send the crews to the worst-</p> <p>20 damaged areas as a priority setting, it sounds like.</p> <p>21 Is that correct?</p> <p>22 A. [FRANCAZIO] Part of the NEMAG crews is to</p> <p>23 describe the amount of damage to customers, the</p> <p>24 number of troubles. That's part of the process that</p>
<p style="text-align: right;">228</p> <p>1 regular construction work, so that they can come up</p> <p>2 and give you a hand in the restoration."</p> <p>3 So maybe "competitive" isn't the right</p> <p>4 terminology, but it is definitely a process of</p> <p>5 negotiating with different folks about the amount of</p> <p>6 resources that they're going to be releasing and</p> <p>7 when they're going to be released.</p> <p>8 So this is all the things that take</p> <p>9 place on the conference calls we're talking about.</p> <p>10 It isn't simply, "I've got ten crews and we're going</p> <p>11 to release ten crews." The actual in-house crews</p> <p>12 are usually released after they release their</p> <p>13 contract crews. So you can get a commitment for</p> <p>14 contract crews prior to getting a commitment for</p> <p>15 in-house utility crews.</p> <p>16 This gets back into what I said</p> <p>17 previously. It's usually after the event goes</p> <p>18 through that the in-house crews are released, after</p> <p>19 they see who got hit and who had the most</p> <p>20 significant damage. As I said before as well, the</p> <p>21 utilities try to help out multiple utilities, not</p> <p>22 just one utility, in that process.</p> <p>23 So it is a constant set of discussions</p> <p>24 going back and forth with other utilities and the</p>	<p style="text-align: right;">230</p> <p>1 we go through when we have these calls. From there,</p> <p>2 you know, people will be making their case, that,</p> <p>3 "We really need that 50 crews" or we really need</p> <p>4 whatever number of crews have been identified, based</p> <p>5 on the damage that they're seeing.</p> <p>6 People will go back and say, "I can live</p> <p>7 with ten crews. I don't need the 25 crews that I</p> <p>8 wanted. Give the other 15 to these guys. It sounds</p> <p>9 like they're really hammered."</p> <p>10 So it's that type of discussion that's</p> <p>11 going on in those calls.</p> <p>12 Q. So would it be beneficial for a utility</p> <p>13 company, generally speaking, to have good early</p> <p>14 damage assessment on those initial calls?</p> <p>15 A. [FRANCAZIO] Well, those calls usually take</p> <p>16 place even prior to the event. That's part of the</p> <p>17 preparation. So you start having calls when you</p> <p>18 start identifying the fact that you're going to have</p> <p>19 a significant weather event.</p> <p>20 People will then go back -- as I said,</p> <p>21 this is a long process. I'm trying to consolidate</p> <p>22 it. But people will go back and have conversations</p> <p>23 with their COO's and say, "Lookit, it looks like</p> <p>24 some folks in New England are going to get pretty</p>

<p style="text-align: right;">231</p> <p>1 hard. Can we release our contract crews?"</p> <p>2 So those are the discussions that are</p> <p>3 going on even before the event actually hits. That</p> <p>4 information then comes forward.</p> <p>5 The damage assessment -- and again, I</p> <p>6 omitted this piece. But there are two parts to a</p> <p>7 damage assessment. There's a Phase 1 and a Phase 2.</p> <p>8 Phase 1 really runs through, within the first, you</p> <p>9 know -- I'm going to say within the first 24 to 48</p> <p>10 hours on most events, and you take a look at just</p> <p>11 your main line. From there you'll get a</p> <p>12 determination as to how bad you were really hit.</p> <p>13 Then you get back into the calls and say, "Let's</p> <p>14 start adjusting our numbers."</p> <p>15 Phase 2 of the damage assessment is,</p> <p>16 after a 72-hour or better -- you know, within a</p> <p>17 reasonable amount of time -- 72 hours is usually the</p> <p>18 sort of time you focus on -- to try and get that</p> <p>19 second detailed assessment completed, so then you</p> <p>20 could again refine your number and say, "I need</p> <p>21 additional resources" and bring them in.</p> <p>22 And again, at this point in time, most</p> <p>23 of the crews have been taken. Everyone has sort of</p> <p>24 identified what they needed, and those that are</p>	<p style="text-align: right;">233</p> <p>1 large utility contractors this year, what was the</p> <p>2 largest utility contractor you had prior to the</p> <p>3 storm?</p> <p>4 A. [LETOURNEAU] The largest tree contractor</p> <p>5 we have is Asplundh, and the largest electrical</p> <p>6 construction contractor would be On Target.</p> <p>7 Q. And how many crews or equipment could</p> <p>8 Asplundh provide and how many crews could On Target</p> <p>9 provide, best-case scenario?</p> <p>10 A. [LETOURNEAU] I don't know the answer to</p> <p>11 that. It would depend on what their resources are</p> <p>12 and where they were committed and what they were</p> <p>13 doing. Asplundh worked for us in this event.</p> <p>14 Asplundh provided us with everything that we</p> <p>15 requested.</p> <p>16 Q. "Everything" being?</p> <p>17 A. [LETOURNEAU] Every crew that we asked for.</p> <p>18 If we needed six more tree crews, eight more tree</p> <p>19 crews -- everything that was requested was provided.</p> <p>20 Asplundh is a national organization, and they're</p> <p>21 able to pull resources from other parts of the</p> <p>22 Eastern Seaboard that were available. I know we had</p> <p>23 crews from Pennsylvania working on our system, et</p> <p>24 cetera.</p>
<p style="text-align: right;">232</p> <p>1 readily available have been identified and they're</p> <p>2 on somebody's system. Now you've got to start</p> <p>3 looking at how far do you have to go. Now you start</p> <p>4 talking to folks like Harlan and Hinkles & McCoy and</p> <p>5 Par and these other guys and say, "Where else can</p> <p>6 you get crews from?" They'll say, "It's a four-day</p> <p>7 ride and I've got to bring them in from Florida," or</p> <p>8 a three-day ride or whatever.</p> <p>9 But that's how the process works. It's</p> <p>10 not cut and dried. It's almost continuous, over a</p> <p>11 four-day period, that you're looking for those</p> <p>12 resources. If you don't get everything you need,</p> <p>13 you're constantly calling out, trying to get</p> <p>14 additional resources in the process. Usually it's</p> <p>15 very difficult to get things locally. I don't care</p> <p>16 where you go in the country, this is how it works.</p> <p>17 A. [MEISSNER] I think, just to get back to</p> <p>18 your question, too: The short answer is, none of</p> <p>19 the utilities had completed a damage assessment when</p> <p>20 those calls took place on the mutual-aid calls.</p> <p>21 That doesn't happen that fast. The damage</p> <p>22 assessment would not have even started coming in</p> <p>23 until the mutual-aid calls had been concluded.</p> <p>24 Q. Mr. Letourneau, prior to engaging these</p>	<p style="text-align: right;">234</p> <p>1 Q. Mr. Letourneau, can I refer you to the 2008</p> <p>2 winter storm report dated February 23rd, 2009. That</p> <p>3 will be FGE-2.</p> <p>4 A. [LETOURNEAU] I have it.</p> <p>5 Q. Page 42.</p> <p>6 A. [LETOURNEAU] Yes.</p> <p>7 Q. Summarizing these two pages, the discussion</p> <p>8 on this page involves Unitil's conversation with</p> <p>9 NEMAG members on the morning of December 11th; is</p> <p>10 that correct?</p> <p>11 A. [LETOURNEAU] On December 10th and December</p> <p>12 11th.</p> <p>13 Q. And it states in the second paragraph, in</p> <p>14 the third sentence in the second paragraph from the</p> <p>15 bottom -- yes, second sentence from the bottom of</p> <p>16 the second paragraph, where it says, "On this call,</p> <p>17 it was apparent that all New England utilities</p> <p>18 anticipated that the pending storm would impact</p> <p>19 their service territories. Accordingly, crew</p> <p>20 shortages were likely." Is that correct?</p> <p>21 A. [LETOURNEAU] Yes.</p> <p>22 Q. Given the likelihood of crew shortages, why</p> <p>23 did Unitil wait until the NEMAG conference call on</p> <p>24 December 12th, after experiencing significant</p>

<p style="text-align: center;">235</p> <p>1 outages, to request help from mutual aid?</p> <p>2 A. [LETOURNEAU] We continually asked our own</p> <p>3 contractors, our internal contractors, for other</p> <p>4 resources. NEMAG was just one area that we sought</p> <p>5 mutual aid from. We have our own contractors</p> <p>6 working on our system. We continually called our</p> <p>7 own contractors that we had on our system, as well</p> <p>8 as some other contractors that work on our system</p> <p>9 but maybe weren't working our system at the time.</p> <p>10 As Mr. Francazio identified earlier, the</p> <p>11 thing about contractors that is very difficult in an</p> <p>12 event, in a storm event, is that contractors are</p> <p>13 usually deployed working on somebody's system, which</p> <p>14 means that utility has the right of first refusal,</p> <p>15 if you will. If an event comes and Unitil has</p> <p>16 various contractors working on our system, in the</p> <p>17 event it doesn't affect Unitil, those contractors</p> <p>18 will ask us to release them, meaning yes, they can</p> <p>19 go work for somebody else.</p> <p>20 We were calling some of those</p> <p>21 contractors, saying, you know -- again, we were</p> <p>22 trying to drum up additional resources outside the</p> <p>23 NEMAG process. We were calling our own contractors</p> <p>24 as well as others, saying, "Are you free? Do you</p>	<p style="text-align: center;">237</p> <p>1 A. [LETOURNEAU] Could you please restate your</p> <p>2 question, then.</p> <p>3 Q. Given the fact that the forecast was to</p> <p>4 impact all New England utilities, what was the basis</p> <p>5 of thought regarding the availability of NEMAG</p> <p>6 crews?</p> <p>7 A. [LETOURNEAU] Again, what I just said I</p> <p>8 think would respond to that. We didn't know the</p> <p>9 impact. We knew it was going to impact New England.</p> <p>10 We knew this ice storm was coming. We knew it was</p> <p>11 going to impact New England, and everybody was in a</p> <p>12 wait-and-see mode: Let's see what kind of damage</p> <p>13 we're going to get, let's see what we're doing. So</p> <p>14 people have their own internal plans that they put</p> <p>15 in place based upon the forecast that is occurring.</p> <p>16 Unitil did. We have an ERP that tells</p> <p>17 us what we need to do. We did those things. We put</p> <p>18 our contractors on notice, "You're not being</p> <p>19 released, you're working for us." We called other</p> <p>20 contractors. We have our own internal resources.</p> <p>21 We told our internal resources, when</p> <p>22 they report to work on Friday, please bring a bag of</p> <p>23 clothes for three days. We do that because we don't</p> <p>24 know the impact that the storm is going to have on</p>
<p style="text-align: center;">236</p> <p>1 have other people?" What we found is, again, most</p> <p>2 of these contractors were being, I call it locked</p> <p>3 up -- they were being locked up by the utilities</p> <p>4 that they were working for. Nobody was releasing</p> <p>5 anybody. Everyone was holding onto them even prior</p> <p>6 to the storm. That's why this sentence was said.</p> <p>7 During the NEMAG conference call no one</p> <p>8 was releasing crews on the 10th or on the 11th, even</p> <p>9 though they had no troubles on their system yet.</p> <p>10 Everybody was in the kind of -- they put their plans</p> <p>11 in process, they were mobilizing their forces, they</p> <p>12 were mobilizing their internal resources. Nobody</p> <p>13 was releasing crews elsewhere until the storm</p> <p>14 actually came into the area -- to see what kind of</p> <p>15 damage they had.</p> <p>16 Q. Based on this conference call, on this Page</p> <p>17 42 -- and the storm was forecast to hit all the New</p> <p>18 England utilities. What was the basis of thought</p> <p>19 regarding the availability of NEMAG crews?</p> <p>20 A. [LETOURNEAU] Could you be more specific?</p> <p>21 Because I believe this page has two conference calls</p> <p>22 on it.</p> <p>23 Q. I'm sorry, the second paragraph, the one</p> <p>24 that we just read earlier.</p>	<p style="text-align: center;">238</p> <p>1 us, but we knew that in New England it was going to</p> <p>2 be -- there was going to be an impact, and based on</p> <p>3 these NEMAG calls, there was a likelihood that our</p> <p>4 crews may be lent to somebody else for mutual aid.</p> <p>5 So we didn't want to have our crews have to go home,</p> <p>6 prepare, and all of that. We wanted them coming in,</p> <p>7 and if we were going to release them to somebody</p> <p>8 else, they would be ready to go.</p> <p>9 A. [MEISSNER] If it helps clarify: I think</p> <p>10 the process that we went through is identical to the</p> <p>11 process that all utilities go through, which is to</p> <p>12 first look to your internal in-house crews, make</p> <p>13 sure all those people are available, and then to</p> <p>14 line up all available external contractors -- as Ray</p> <p>15 said, lock up all the contractors.</p> <p>16 At that point, utilities wait to see how</p> <p>17 the event actually transpires. When the NEMAG calls</p> <p>18 occur, the first effort would be to shift crews</p> <p>19 within New England, because it's unusual for such a</p> <p>20 broad region to be affected. So there may have been</p> <p>21 icing in western Massachusetts but not in New</p> <p>22 Hampshire, or there may have been icing in New</p> <p>23 Hampshire but not in western Massachusetts. So</p> <p>24 after it goes through, the utilities would then</p>

<p style="text-align: right;">239</p> <p>1 start releasing crews to each other within New 2 England.</p> <p>3 To the extent that the crews are not 4 available in New England, then the process extends 5 to other mutual-aid groups outside of New England, 6 which is when it went to New York and ultimately to 7 the mid-Atlantic group. That type of coordination 8 does not happen until after the event has happened.</p> <p>9 Q. Mr. Francazio, did the recommendations in 10 the self-assessment report sufficiently address the 11 issue of obtaining sufficient crews?</p> <p>12 A. [FRANCAZIO] There is a section that talks 13 about the fact that there has to be a revision to 14 the process. It doesn't describe the process. I 15 mean, the self-assessment document highlights the 16 areas that need improvement. It does not say 17 specifically how those improvements are going to 18 take place. That's what the new procedures will do.</p> <p>19 Q. Yesterday Mr. Letourneau and Mr. Francazio 20 had stated that the company has joined EEI's storm- 21 damage membership and is part of NEMAG and you are 22 looking at being part of the mid-Atlantic states --</p> <p>23 A. [FRANCAZIO] No. The mid-Atlantic group 24 comes onto the conference call that NEMAG will hold,</p>	<p style="text-align: right;">241</p> <p>1 "Wait and see." Is that correct?</p> <p>2 A. [LETOURNEAU] That is correct.</p> <p>3 Q. It also states on Lines 18 to 23, "The 4 statement was intended to convey on a specific 5 action or activities undertaken by the director of 6 electrical operations to prepare operationally for 7 the storm." Is that correct?</p> <p>8 A. [LETOURNEAU] That is correct.</p> <p>9 Q. Mr. Letourneau, you are the director of 10 electrical operations.</p> <p>11 A. [LETOURNEAU] Yes, I am.</p> <p>12 Q. Can I please turn your attention to the 13 company's response in AG-1-62, Attachment 2. I'm 14 looking at Page 4 of 38 of Attachment 2.</p> <p>15 A. [LETOURNEAU] Yes.</p> <p>16 Q. On this page is an email from Mark Lambert 17 to everyone at CSC concerning the 4 p.m. storm 18 update; is that correct?</p> <p>19 A. [LETOURNEAU] Yes.</p> <p>20 Q. This appears to be a forward of an original 21 message from 4:25 p.m. (sic) Messrs. Meissner, 22 LeBlanc, Eisfuller, E-i-s-f-u-l-l-e-r, and Sprague, 23 with a cc to Mark Lambert; is that correct?</p> <p>24 A. [LETOURNEAU] That is correct.</p>
<p style="text-align: right;">240</p> <p>1 and they would also bring in other areas. What's 2 happened is, the U.S. has now actually regionalized 3 the utilities in a particular area to support one 4 another. As those groups have specific individuals 5 who represent them, they would join the other calls. 6 So there is someone who is assigned -- MAMA, the 7 mid-Atlantic group would actually join the NEMAG 8 call and then bring the information back to his 9 folks and say, "They're short by 400 crews. What 10 can we provide?" If they need to go further, down 11 into the Southern states, we can do that as well. 12 There's a whole process that goes with this as well.</p> <p>13 The bottom line is that there is a 14 daisy-chain effect, where that conference call or 15 those shortages are cascaded through the other 16 regional groups.</p> <p>17 Q. Mr. Letourneau, can I refer you to the 18 surrebuttal testimony, Exhibit FGE-4.</p> <p>19 A. [MEISSNER] What was the page reference?</p> <p>20 Q. Page 9, please. I refer to Line 11 to Line 21 19, please.</p> <p>22 A. [LETOURNEAU] Yes.</p> <p>23 Q. It says Mr. Brown's testimony took a 24 statement out of context regarding, quote-unquote,</p>	<p style="text-align: right;">242</p> <p>1 Q. Mr. Letourneau, who is the author of the 2 original message?</p> <p>3 A. [LETOURNEAU] I am the author of the 4 message.</p> <p>5 Q. Mr. Letourneau, in the same memo you advise 6 to "keep your fingers crossed." Is that correct?</p> <p>7 A. [LETOURNEAU] That's correct.</p> <p>8 Q. Mr. Letourneau, can I refer you to AG-1-62, 9 Attachment 2, Page 1.</p> <p>10 A. [LETOURNEAU] Yes, I have it.</p> <p>11 Q. In the third paragraph you state that 12 "Unitil is in good shape crew-wise. We have 13 13 Unitil bucket crews, 11 contract buckets, and nine 14 tree crews."</p> <p>15 A. [LETOURNEAU] Yes.</p> <p>16 Q. "Given the potential for damage, we will 17 need all these resources and possibly more." Is 18 that correct?</p> <p>19 A. [LETOURNEAU] That's correct.</p> <p>20 Q. So this is a total of 32 crews for the 21 entirety of Unitil?</p> <p>22 A. [LETOURNEAU] Yes, that is correct.</p> <p>23 Q. And Unitil being both the New Hampshire and 24 Massachusetts service territories?</p>

<p style="text-align: right;">243</p> <p>1 A. [LETOURNEAU] That is correct.</p> <p>2 Q. On the same memo it states that Fitchburg</p> <p>3 Gas and Electric had some forecasters calling for an</p> <p>4 ice accretion in excess of 1 inch; is that correct?</p> <p>5 A. [LETOURNEAU] Correct.</p> <p>6 Q. Later it says that having a forecast of</p> <p>7 over 1 inch would likely result in an extended</p> <p>8 restoration period that could easily exceed one</p> <p>9 week; is that correct?</p> <p>10 A. [LETOURNEAU] Yes.</p> <p>11 Q. At what time did you realize the severity</p> <p>12 of the storm?</p> <p>13 A. [LETOURNEAU] On December 11th.</p> <p>14 Q. In the second paragraph you reference the</p> <p>15 1998 ice storm, that the December storm would rival</p> <p>16 it. Is that correct?</p> <p>17 A. [LETOURNEAU] Yes.</p> <p>18 Q. Did the 1998 storm have weather forecasts</p> <p>19 in excess of an inch of ice?</p> <p>20 A. [LETOURNEAU] I don't know.</p> <p>21 Q. Can I please refer you to AG-5-184.</p> <p>22 A. [LETOURNEAU] I have it.</p> <p>23 Q. On the last sentence of this information</p> <p>24 response it states that, "Such considerations have</p>	<p style="text-align: right;">245</p> <p>1 are deemed appropriate or inappropriate for Unitil</p> <p>2 will be noted in the report." Is that correct?</p> <p>3 A. [MEISSNER] Yes.</p> <p>4 Q. Does this mean that Unitil has not looked</p> <p>5 at best practices until this self-assessment?</p> <p>6 A. [MEISSNER] No, it does not mean that. We</p> <p>7 look at best practices on an ongoing basis, but best</p> <p>8 practices span the full extent of our operations in</p> <p>9 our company.</p> <p>10 Q. When was the last best-practice review?</p> <p>11 A. [MEISSNER] Again, you're asking a question</p> <p>12 that I don't think can be answered. We don't</p> <p>13 conduct a review of best practices. I don't believe</p> <p>14 there's a library or catalogue of best practices to</p> <p>15 benchmark against. We evaluate best practices in</p> <p>16 the course of our business with everything we do.</p> <p>17 You know, AMI would be an example. GIS is an</p> <p>18 example. Anytime we embark on a program, we attempt</p> <p>19 to ascertain what is the state of the art in the</p> <p>20 industry and what is the best practice, and that's</p> <p>21 what we benchmark against.</p> <p>22 Q. Let me phrase it this way: Does the</p> <p>23 company look at other companies' practices?</p> <p>24 A. [MEISSNER] Yes.</p>
<p style="text-align: right;">244</p> <p>1 never been a factor in any restoration effort." Is</p> <p>2 that correct?</p> <p>3 A. [LETOURNEAU] Yes.</p> <p>4 Q. Could you please elaborate what this</p> <p>5 sentence means.</p> <p>6 A. [MEISSNER] I responded to this question</p> <p>7 myself. I think all the sentence is intending to</p> <p>8 convey is that purchasing protocols and budget</p> <p>9 limitations have no bearing on the ability of</p> <p>10 management to obtain crews.</p> <p>11 Q. Mr. Meissner, have you ever bypassed normal</p> <p>12 procurement and budget procedures in storm</p> <p>13 restoration?</p> <p>14 A. [MEISSNER] Well, I mean, there's no</p> <p>15 specific procedures to bypass. There's just</p> <p>16 approval limits. I mean, Mr. Letourneau is</p> <p>17 authorized up to \$100,000, and I'm authorized</p> <p>18 unlimited. So there's really no procedure to</p> <p>19 bypass.</p> <p>20 Q. Mr. Meissner, referring to AG-1-44, please.</p> <p>21 A. [MEISSNER] Yes.</p> <p>22 Q. It states that "Unitil has been researching</p> <p>23 best practices in the course of preparing a self-</p> <p>24 assessment report. The extent of these practices</p>	<p style="text-align: right;">246</p> <p>1 Q. Does the company look at other companies'</p> <p>2 practices, incorporate those into itself?</p> <p>3 A. [MEISSNER] To the extent those are</p> <p>4 available, yes.</p> <p>5 Q. Does the company look at other companies'</p> <p>6 practices and choose the best ones that fit Unitil?</p> <p>7 A. [MEISSNER] To the extent that they're</p> <p>8 available, yes.</p> <p>9 Q. So Unitil does practice some form of review</p> <p>10 to see what would be best practices for Unitil.</p> <p>11 A. [MEISSNER] Yes.</p> <p>12 MR. CHAN: Madam Hearing Officer, could</p> <p>13 I take a brief recess at this point?</p> <p>14 MS. EVANS: Yes. Off the record. We</p> <p>15 will take a ten-minute recess, please.</p> <p>16 (Recess taken.)</p> <p>17 MS. EVANS: Let's go back on the record</p> <p>18 after a short break. We are going to continue with</p> <p>19 cross-examination of the panel by the Attorney</p> <p>20 General's office. Mr. Chan.</p> <p>21 MR. CHAN: Thank you, Madam Hearing</p> <p>22 Officer.</p> <p>23 Q. Mr. Meissner, staying with AG-1-44: Unitil</p> <p>24 states in this response that they're looking at best</p>

<p style="text-align: right;">247</p> <p>1 practices in the self-assessment report. Could you</p> <p>2 tell me where in the self-assessment report where</p> <p>3 there's any discussion of best practices?</p> <p>4 A. [MEISSNER] I'm not sure that the self-</p> <p>5 assessment report specifically says that we</p> <p>6 considered --</p> <p>7 I mean, in reality, in terms of an</p> <p>8 emergency restoration plan or in other areas, I</p> <p>9 don't think that there is any one standard that you</p> <p>10 can compare yourself to, and it's not a yes-or-no</p> <p>11 decision. We're comparing ourselves or evaluating</p> <p>12 best practices in such areas as the decision to</p> <p>13 implement NIMS and ICS as the means and the</p> <p>14 structure by which we are going to implement changes</p> <p>15 that were recommended in the self-assessment report.</p> <p>16 So the ICS structure, in my view, speaks</p> <p>17 to and addresses a number of the recommendations,</p> <p>18 and that is the best practice. So that is the way</p> <p>19 in which we are going about evaluating best</p> <p>20 practices in the context of the self-evaluation.</p> <p>21 Q. Mr. Letourneau, earlier you stated that</p> <p>22 your largest electrical contractor is On Target; is</p> <p>23 that correct?</p> <p>24 A. [LETOURNEAU] If I could clarify that: You</p>	<p style="text-align: right;">249</p> <p>1 CROSS-EXAMINATION</p> <p>2 BY MR. BOWEN:</p> <p>3 Q. Good morning, panel members. My name is</p> <p>4 Rich Bowen, of Kopelman & Paige. I'm town counsel</p> <p>5 for the Town of Lunenburg. I have just a few</p> <p>6 questions for you.</p> <p>7 First, with respect to -- yours is</p> <p>8 primarily a distribution system; correct?</p> <p>9 A. [MEISSNER] That is correct.</p> <p>10 Q. Now, in a distribution system, with wire</p> <p>11 damage, am I correct in assuming that the damage</p> <p>12 comes about either because of outside causes or</p> <p>13 mechanical failure?</p> <p>14 A. [MEISSNER] It's most typically caused from</p> <p>15 outside causes. The order would be typically, you</p> <p>16 know, trees, pole accidents with vehicles, possibly</p> <p>17 equipment failures, yes.</p> <p>18 Q. So wind, ice, foreign objects, and so</p> <p>19 forth.</p> <p>20 A. [MEISSNER] Correct.</p> <p>21 Q. And with respect to mechanical causes, that</p> <p>22 would be situations like fatigue to the wires, aging</p> <p>23 of poles, degradation of fasteners; is that correct?</p> <p>24 A. [MEISSNER] The specific causes that you</p>
<p style="text-align: right;">248</p> <p>1 asked me what the largest contractor we've ever</p> <p>2 utilized before --</p> <p>3 Q. Correct. I'm sorry, that's correct. The</p> <p>4 largest contractor utilized before the storm was On</p> <p>5 Target.</p> <p>6 A. [LETOURNEAU] Correct.</p> <p>7 Q. As part of the December 2008 ice storm, did</p> <p>8 you contact On Target?</p> <p>9 A. [LETOURNEAU] We did not. On Target had</p> <p>10 not been working on Unitol's system, and I had</p> <p>11 indicated earlier that we were calling various</p> <p>12 contractors that had worked -- that were working on</p> <p>13 our system as well as others that had previously</p> <p>14 worked on our system. We assumed that On Target was</p> <p>15 working somewhere and locked up. A lot of the</p> <p>16 contractors were locked up very early into the</p> <p>17 event.</p> <p>18 MR. CHAN: Madam Hearing Officer, those</p> <p>19 are all the questions I have at the moment. Thank</p> <p>20 you.</p> <p>21 MS. EVANS: Thank you, Mr. Chan. Mr.</p> <p>22 Bowen, would you like to begin cross-examination of</p> <p>23 these witnesses?</p> <p>24 MR. BOWEN: Yes, please, Your Honor.</p>	<p style="text-align: right;">250</p> <p>1 mentioned I think would be unusual. I think the</p> <p>2 more common causes would be, you know, equipment</p> <p>3 failure -- an example, you might have a transformer,</p> <p>4 which is a specific type of equipment that could</p> <p>5 fail, either due to age or just due to other</p> <p>6 circumstances.</p> <p>7 Q. I believe in yesterday's testimony,</p> <p>8 Mr. Meissner, you referred to 150 to 200 miles of</p> <p>9 wire having been damaged as a result of the event;</p> <p>10 is that correct?</p> <p>11 A. [MEISSNER] Yes.</p> <p>12 Q. Was that strictly in the FGE service area,</p> <p>13 or did that encompass all three service areas?</p> <p>14 A. [MEISSNER] The estimate I made was an</p> <p>15 estimate with regard to the FGE service area.</p> <p>16 Q. Now, at some point subsequent to the event,</p> <p>17 and other than the report that Mr. Yardley has done</p> <p>18 for you, has the company done a physical assessment</p> <p>19 of the exact damage that occurred?</p> <p>20 A. [MEISSNER] There have been ongoing patrols</p> <p>21 ever since the end of the event. We continue</p> <p>22 patrolling and riding all the lines, trying to clean</p> <p>23 up any items that were remaining, any temporary</p> <p>24 repairs, any tree branches that may still be in a</p>

<p style="text-align: center;">251</p> <p>1 danger position. So yes, there's been an ongoing 2 evaluation.</p> <p>3 Q. In terms of infrastructure that has been 4 replaced, is there a document or series of documents 5 that identifies the types of replacement, the amount 6 of replacement, and so forth?</p> <p>7 A. [MEISSNER] That was an area that during 8 the storm there was not specific documentation in 9 the field of each and every location where equipment 10 was replaced. So it was based primarily on 11 documentation of what was issued and received back 12 into stock -- you know, issued from stock and then 13 retired from stock.</p> <p>14 Q. I see. And is there a summary of purchase 15 orders or work orders from which you would derive 16 information as to the current state of the 17 infrastructure -- for example, as it exists on 18 today's date?</p> <p>19 A. [MEISSNER] Yes. We have accounting 20 records, and we have an estimate of the amount of 21 money that it cost to repair the system and 22 accomplish the power restoration.</p> <p>23 Q. Now, when you expressed the range of 150 to 24 200 miles -- understanding the magnitude of the</p>	<p style="text-align: center;">253</p> <p>1 miles of wire did you replace?</p> <p>2 A. [MEISSNER] It was in a data request 3 somewhere, and it was in the self-assessment report.</p> <p>4 According to the self-assessment, we 5 replaced 146,226 feet of primary wire and 46,503 6 feet of secondary and service wire, Fitchburg 7 only -- I mean, Fitchburg --</p> <p>8 Q. The City of Fitchburg?</p> <p>9 A. [MEISSNER] Not the City of Fitchburg, our 10 service territory.</p> <p>11 Q. The service territory.</p> <p>12 A. [MEISSNER] Massachusetts service 13 territory.</p> <p>14 Q. Thank you. As of this moment, do you have 15 a document or a series of documents that summarize 16 the current state of the infrastructure?</p> <p>17 MR. EPLER: Could I get a clarification 18 on the question? What do you mean by "the current 19 state of the infrastructure"?</p> <p>20 MR. BOWEN: By "current state" I mean 21 what has been replaced as a result of the event and 22 what is likely to be replaced going forward.</p> <p>23 A. [MEISSNER] Well, the current state is that 24 the system has been restored to its prior condition.</p>
<p style="text-align: center;">252</p> <p>1 event -- that is still a fairly substantial 2 difference. Are you able to ascertain whether it's 3 150, 200, or some number in between?</p> <p>4 A. [MEISSNER] That was only an estimate. 5 There's no way to go back now and determine an exact 6 number. It was an estimate that was based on 7 materials issued from stock, people's firsthand 8 knowledge, and other factors.</p> <p>9 Bear in mind that most of that wire, 10 when it comes down, is the same wire that goes back 11 up. It is simply spliced back up into place.</p> <p>12 A. [LETOURNEAU] If I could clarify.</p> <p>13 Q. Please.</p> <p>14 A. [LETOURNEAU] When we had made the 15 estimate, that isn't -- just to be clear, the 150 to 16 200 miles of wire that was referenced in the report 17 was referencing the miles of wire that was on the 18 ground, that was either taken down by a tree or, you 19 know, a pole was taken down. It was wire on the 20 ground, not wire that we replaced. We know how many 21 feet of wire we replaced.</p> <p>22 Q. You do or you don't know?</p> <p>23 A. [LETOURNEAU] We do know.</p> <p>24 Q. What is the answer to that one? How many</p>	<p style="text-align: center;">254</p> <p>1 That is the current state. We don't have a document 2 that summarizes it from that standpoint.</p> <p>3 We have records of what has been 4 replaced; that is correct. We've completed any 5 cleanup activities. So there is no specific 6 document talking about going forward. That's 7 normally evaluated as part of our planning and 8 capital budgeting process.</p> <p>9 Q. With respect to the planning and capital 10 budgeting process, I assume that typically you've 11 set aside a certain amount every year for reserves 12 or replacement.</p> <p>13 A. [MEISSNER] Yeah, we've budgeted a lot of 14 specific projects exactly. But then there are also 15 areas that we call blanket authorizations, where we 16 bucket money specifically for storm repair, system 17 replacements, and other things that happen during 18 the normal course of business.</p> <p>19 Q. Do you do your capital spending based as a 20 percentage of expected revenues, or do you do it as 21 a long-term capital plan?</p> <p>22 A. [MEISSNER] It's done as a ground-up plan 23 every year. It has no relation to the company's 24 revenues or other financial metrics. It's done</p>

<p style="text-align: center;">255</p> <p>1 based on need.</p> <p>2 Q. And do you recall from 2008 and going</p> <p>3 backwards to 2004 what the annual capital</p> <p>4 expenditure would have been, just for the service</p> <p>5 area?</p> <p>6 A. [MEISSNER] I don't have that off the top</p> <p>7 of my head.</p> <p>8 Q. In terms of the amount that you spent on</p> <p>9 capital planning, was it -- well, could you compare</p> <p>10 the amount that you spent on capital planning to the</p> <p>11 amount that you budgeted for capital planning for</p> <p>12 that same time period?</p> <p>13 A. [MEISSNER] Again, not from memory.</p> <p>14 Q. Is there a document that sets out a capital</p> <p>15 plan for the company?</p> <p>16 A. [MEISSNER] I mean, we could summarize</p> <p>17 budget versus actual. And I believe we may have</p> <p>18 done so, again in terms of record requests.</p> <p>19 MR. BOWEN: I have to say, I just don't</p> <p>20 remember seeing it.</p> <p>21 MS. PURCELL: I'd have to look. If</p> <p>22 Mr. Meissner recalls it --</p> <p>23 A. [MEISSNER] I don't. If you'd like, we</p> <p>24 could take a record request, showing budget versus</p>	<p style="text-align: center;">257</p> <p>1 Mr. Letourneau, who identified the amounts that were</p> <p>2 actually spent for trimming in some of the preceding</p> <p>3 years. Do you recall whether the amount that was</p> <p>4 spent equaled the amount budgeted, exceeded the</p> <p>5 amount budgeted, or fell into some other range?</p> <p>6 A. [LETOURNEAU] Without doing an analysis of</p> <p>7 budget versus actual, I can't give you specifics.</p> <p>8 But I can tell you, generally speaking, the amount</p> <p>9 that is budgeted is expended every year.</p> <p>10 Q. Do you have an opinion as to whether the</p> <p>11 amount that has been budgeted has been sufficient to</p> <p>12 do the job of trimming needed?</p> <p>13 A. [LETOURNEAU] Could you define "sufficient"</p> <p>14 for me?</p> <p>15 Q. Sufficient to adequately maintain the</p> <p>16 system within industry standard parameters.</p> <p>17 A. [LETOURNEAU] Can you define "industry</p> <p>18 parameters" for me?</p> <p>19 Q. Of course I can: consistent with a manner</p> <p>20 which is typical for electrical service providers in</p> <p>21 the United States.</p> <p>22 A. [LETOURNEAU] I couldn't speak to that.</p> <p>23 Q. Now, with respect to trimming: What's the</p> <p>24 process for actually trimming a tree? Do you knock</p>
<p style="text-align: center;">256</p> <p>1 actual.</p> <p>2 Q. Yes.</p> <p>3 MS. EVANS: This is going to be Record</p> <p>4 Request No. 1. Can you state exactly what you're</p> <p>5 looking for in that record request again, please.</p> <p>6 MR. BOWEN: Yes, ma'am: the company's,</p> <p>7 FGE, service-area capital plan for 2005 through</p> <p>8 2008, along with the amount budgeted for capital</p> <p>9 replacements, and also showing the amount actually</p> <p>10 expended.</p> <p>11 MS. EVANS: Do the witnesses understand</p> <p>12 the record request?</p> <p>13 WITNESS MEISSNER: Yes.</p> <p>14 (Record Request Lunenberg 1.)</p> <p>15 Q. In the beginning I was comparing damage by</p> <p>16 outside causes as opposed to that caused by</p> <p>17 mechanical failure, if you will. Just for the</p> <p>18 moment sticking with that created by outside causes:</p> <p>19 I'd like to ask you a few questions about trimming.</p> <p>20 Could you tell me the amount that you've budgeted</p> <p>21 for trimming for 2009?</p> <p>22 A. [LETOURNEAU] I cannot off the top of my</p> <p>23 head.</p> <p>24 Q. I believe -- and it might have been you,</p>	<p style="text-align: center;">258</p> <p>1 on the person's door and say, "Hey, we want to trim</p> <p>2 that tree"? How does that work?</p> <p>3 A. [LETOURNEAU] In December of the prior</p> <p>4 year, the electrical operations manager identifies</p> <p>5 the areas that they are going to trim, based on a</p> <p>6 cycle trim program. The electric operations manager</p> <p>7 will develop this list of areas and circuits and</p> <p>8 very specific poles that they're going to -- pole</p> <p>9 miles that they're going to be trimming. The</p> <p>10 contractor that we utilize is responsible for</p> <p>11 performing permissions of the tree -- getting</p> <p>12 permission for the trees, as well as the municipals.</p> <p>13 Some of the municipals that we operate in have very</p> <p>14 specific rules about what we can trim and where we</p> <p>15 can trim, based upon scenic-road designations, et</p> <p>16 cetera. They will designate an official, whether</p> <p>17 it's a tree warden, have us describe what we want to</p> <p>18 do, see how much we can trim up to and reach an</p> <p>19 agreement on that.</p> <p>20 As the process proceeds, the contractor</p> <p>21 is responsible for getting permission. Sometimes</p> <p>22 that's in the form of one-on-one contact, but often</p> <p>23 it's done with a door card. They know they're going</p> <p>24 to be in these particular sections in a few days, so</p>

<p style="text-align: center;">259</p> <p>1 they will hang a door card on the customer's</p> <p>2 property, which says, "I give you permission to</p> <p>3 trim" -- there's a series of questions on there.</p> <p>4 They check the boxes, and then they leave it back on</p> <p>5 their door, and then they will pick that up.</p> <p>6 Q. Has the company or its contractors been</p> <p>7 denied permission to trim?</p> <p>8 A. [LETOURNEAU] Yes, in some cases.</p> <p>9 Q. For example, in 2008, do you recall how</p> <p>10 many times you were refused?</p> <p>11 A. [LETOURNEAU] I do not.</p> <p>12 Q. Would that be your answer for the preceding</p> <p>13 years as well?</p> <p>14 A. [LETOURNEAU] Yes. I'm not sure that --</p> <p>15 I'm sure that we don't track the number of denials.</p> <p>16 Q. But it's safe to say that the denials have</p> <p>17 not prohibited you from spending up to your budget</p> <p>18 for trimming in any given year.</p> <p>19 A. [LETOURNEAU] No, no, they have not.</p> <p>20 Q. Just touching on mechanical causes: To</p> <p>21 your knowledge, were there any significant</p> <p>22 mechanical failures during this storm?</p> <p>23 A. [MEISSNER] I mean, I think, as we have</p> <p>24 indicated in our reports and so forth, virtually all</p>	<p style="text-align: center;">261</p> <p>1 stood up stronger, it would have just broken the</p> <p>2 pole. In fact, a lot of the pictures we saw after</p> <p>3 the storm, the poles that were not broken were</p> <p>4 broken at ground level. They were actually broken</p> <p>5 high up on the pole. It appeared to be where the</p> <p>6 trees contacted telephone.</p> <p>7 A. [LETOURNEAU] I think it's important to</p> <p>8 point out that, regardless of your trimming program,</p> <p>9 regardless of your window, regardless of your dead-</p> <p>10 tree removal, the types of damage that we</p> <p>11 experienced, the type of damage that we saw in this</p> <p>12 particular event, it is unlikely that additional</p> <p>13 money, a greater window, more trimming would have</p> <p>14 prevented the type of damage that we saw. You</p> <p>15 really would have needed to have cleared out 60 feet</p> <p>16 either side of our facilities to make sure that --</p> <p>17 you know, because like Mr. Meissner indicated, we</p> <p>18 had healthy trees 30 feet out of the trim zone on</p> <p>19 the other side of the road that we would never trim</p> <p>20 in the trimming program just come over and take our</p> <p>21 facilities off.</p> <p>22 A. [MEISSNER] One other thing I'll point out,</p> <p>23 too, with some of the aerial cable systems you're</p> <p>24 talking about, is when they do come down they make a</p>
<p style="text-align: center;">260</p> <p>1 the damage that we experienced during the storm was</p> <p>2 from trees coming down. That was the predominant</p> <p>3 cause. We would characterize it as a whole-tree</p> <p>4 event, meaning that what we saw was whole trees</p> <p>5 coming over or trees being broken in half, crowns</p> <p>6 coming off, trees of all sizes. So that was really</p> <p>7 the overwhelming factor.</p> <p>8 Q. Is there a feasible -- I'm not quite sure</p> <p>9 how to put this, but a feasible alternate wire</p> <p>10 technology that you can use? For example, I was</p> <p>11 told of a type of wire used in the Town of Groton</p> <p>12 which is supposedly more robust than that used in</p> <p>13 the FGE district.</p> <p>14 A. [MEISSNER] There are types of wires that</p> <p>15 are covered versus noncovered. You know, one of the</p> <p>16 ones you may be referring to is called spacer cable</p> <p>17 or aerial cable. I think that that is something</p> <p>18 that can be -- we do install that, by the way, on an</p> <p>19 application-specific basis. It can help during</p> <p>20 ongoing reliability with limb contact.</p> <p>21 The problem is, with a lot of those</p> <p>22 conductor systems, the damage may have actually been</p> <p>23 worse, because as the tree comes down, in cases</p> <p>24 where we had wires parting now, if the conductor</p>	<p style="text-align: center;">262</p> <p>1 mess, and it can take a lot longer to put them back.</p> <p>2 So rerunning sections of Hendrix in those cases with</p> <p>3 snowbanks would have made the restoration effort</p> <p>4 more difficult.</p> <p>5 Q. That brings me to the meteorology of the</p> <p>6 event. If I understand the testimony correctly, the</p> <p>7 FGE service area was ground zero of the event. Is</p> <p>8 that essentially a correct appreciation of the</p> <p>9 company position?</p> <p>10 A. [MEISSNER] Our opinion is, based on</p> <p>11 everything we've seen, that worst-hit area of the</p> <p>12 event was that part of north-central Massachusetts,</p> <p>13 up into New Hampshire above us. The damage that was</p> <p>14 seen in those locations was very comparable.</p> <p>15 Q. Perhaps this would be best directed at</p> <p>16 Mr. Francazio, although whoever can answer it,</p> <p>17 please help out. It seems to me that areas</p> <p>18 immediately surrounding the service area -- for</p> <p>19 example, Leominster, Lancaster, for example --</p> <p>20 Are they National Grid customers?</p> <p>21 A. [FRANCAZIO] Gardner, Leominster, yeah.</p> <p>22 Q. And that was your former employer; correct?</p> <p>23 A. [FRANCAZIO] It was.</p> <p>24 Q. So would it be fair to say that they were</p>

<p style="text-align: center;">263</p> <p>1 part of the ground zero?</p> <p>2 A. [FRANCAZIO] They were the most impacted</p> <p>3 area in the Massachusetts territory.</p> <p>4 Q. In terms of restoration, how did the</p> <p>5 National Grid restoration in those immediately</p> <p>6 adjoining areas in ground zero compare in terms of</p> <p>7 speed to that for the FGE district?</p> <p>8 A. [FRANCAZIO] Well, I can't answer the FGE</p> <p>9 district. I was focused on the restoration process</p> <p>10 for National Grid at that point in time.</p> <p>11 Q. Well, now holding the position that you</p> <p>12 have and appearing here and testifying and having</p> <p>13 reflected on the self-assessment, you have some</p> <p>14 knowledge of how FGE responded; correct?</p> <p>15 A. [FRANCAZIO] I do.</p> <p>16 Q. How does that knowledge compare, knowledge</p> <p>17 of what happened compare, to what happened during</p> <p>18 your experience with National Grid?</p> <p>19 A. [FRANCAZIO] Well, I think it was a</p> <p>20 resource issue, bottom line.</p> <p>21 Q. So is it fair to say, then, that it's not</p> <p>22 so much the trimming, it's not so much even the</p> <p>23 weather event itself; it's the fact that Unitil</p> <p>24 wasn't able to pin down all the outside contractors</p>	<p style="text-align: center;">265</p> <p>1 to day?</p> <p>2 A. [MEISSNER] Could you define "priority</p> <p>3 assessments"?</p> <p>4 Q. You know, I should probably say "priority</p> <p>5 restoration."</p> <p>6 A. [MEISSNER] How do we prioritize the</p> <p>7 restoration?</p> <p>8 Q. Yes, please.</p> <p>9 A. [MEISSNER] Well, as we indicated again in</p> <p>10 our self-assessment in the original report, during</p> <p>11 the whole first week it really proceeded on a</p> <p>12 priority basis, starting with the transmission,</p> <p>13 external, internal, getting all our substations</p> <p>14 energized, trying to clear main lines, get main</p> <p>15 lines energized, and then it proceeded in order of</p> <p>16 priority out the circuits, until you eventually get</p> <p>17 to lesser and lesser amounts of people and farther</p> <p>18 and farther out on the circuits.</p> <p>19 Q. Start from upstream and move downstream.</p> <p>20 A. [MEISSNER] Correct. And then, within that</p> <p>21 there was prioritization of other needs that were</p> <p>22 factored in based on specific customer, municipal</p> <p>23 requirements and so forth.</p> <p>24 Q. At what point was it decided that the</p>
<p style="text-align: center;">264</p> <p>1 quickly enough before, when you were at National</p> <p>2 Grid, you pinned them all down?</p> <p>3 A. [FRANCAZIO] I would say that they did not</p> <p>4 have the same level of restoration support as</p> <p>5 National Grid did at that point in time.</p> <p>6 A. [MEISSNER] I mean, one thing I'll point</p> <p>7 out, that in any restoration event there's never</p> <p>8 enough crews to target all areas simultaneously in</p> <p>9 the way that you might like to be able to. So as</p> <p>10 restoration proceeds, crews always collapse from</p> <p>11 areas that restoration gets cleaned up early into</p> <p>12 areas where restoration gets cleaned up last. And</p> <p>13 the fact of the matter is, there's always going to</p> <p>14 be areas that wind up last and all available crews</p> <p>15 collapse into those areas.</p> <p>16 In this event, the areas that actually</p> <p>17 cleaned up last were actually just over the border</p> <p>18 above us in New Hampshire.</p> <p>19 Q. That's a nice segue into my next question,</p> <p>20 which was a question of prioritization. At what</p> <p>21 level in the company --</p> <p>22 Well, let me put it differently: At</p> <p>23 what intervals during the storm event were there</p> <p>24 priority assessments made? Was it hour to hour, day</p>	<p style="text-align: center;">266</p> <p>1 Capital and Seacoast areas would receive priority</p> <p>2 restoration over the FGE effort?</p> <p>3 A. [MEISSNER] There was no such point that</p> <p>4 they ever received priority restoration.</p> <p>5 Q. Were they restored prior to the FGE</p> <p>6 district?</p> <p>7 A. [MEISSNER] They did. But I can say that</p> <p>8 during the early days of the restoration, over 70</p> <p>9 percent of the company's crews were in Fitchburg.</p> <p>10 Less than 30 percent of the company's crews were in</p> <p>11 the other two territories in New Hampshire. We were</p> <p>12 also basing resource allocations on estimated times</p> <p>13 of restoration, and we were trying to equalize</p> <p>14 estimated times of restoration in all geographies.</p> <p>15 In the end, some of those times turned out to be</p> <p>16 off, but it was based on the best available</p> <p>17 information at the time.</p> <p>18 Q. There was some testimony yesterday about</p> <p>19 new billing procedures. Is the new billing</p> <p>20 procedure based on an estimate or an actual?</p> <p>21 A. [LAMBERT] I could probably answer that.</p> <p>22 Can you clarify the question, actually, though? The</p> <p>23 new billing procedure?</p> <p>24 Q. Is there a new billing procedure?</p>

<p style="text-align: right;">267</p> <p>1 A. [LAMBERT] There is not a new billing 2 procedure at this time. 3 Q. Is one forthcoming? 4 A. [LAMBERT] An analysis to factor 5 information that this storm presented, we're going 6 to be undertaking that analysis. That analysis will 7 be to determine if a better estimation procedure or 8 estimation model could be developed. 9 Q. The current estimation model is based on 10 three months prior and then an average? 11 A. [LAMBERT] It's based on historical 12 information. The first check would be taking a look 13 at the same period last year and the three months 14 surrounding the same period. So, for example, if 15 you're trying to estimate December of 2008, the 16 first estimation model would look at to see if 17 information, historical values were present for 18 November 2007, December 2007, and January 2008, so 19 the three periods surrounding that. 20 It would then take a look at an average 21 consumption per day and equate it into the period 22 you're going to try to estimate. 23 Q. I'm asking this question for a Laura Coffey 24 in Lunenburg, who lives in a mobile home, who got an</p>	<p style="text-align: right;">269</p> <p>1 A. [LETOURNEAU] I cannot give you a specific 2 answer, but I can tell you multiple times. In fact, 3 this storm -- since I've been working for Unitil, 4 which is approximately 14 years, Unitil has never 5 used mutual aid in any event we've ever had. Unitil 6 has had multiple storm events across all three 7 service territories. Unitil has always handled 8 every storm we've ever had with our internal crews 9 and our own contractors that we've had on our 10 system. 11 NEMAG has been formed since 2006. Since 12 Unitil has been a member of NEMAG and since I've 13 been involved with the NEMAG process, Unitil has on 14 numerous occasions provided mutual aid to member 15 NEMAG companies. Most recently, we just provided 16 some crews to Central Maine Power, I believe in 17 January, for an event that had occurred. 18 So this event in 2008 was the first 19 occasion that Unitil actually went on a mutual-aid 20 conference call seeking mutual-aid assistance. 21 Again, comparing back to our benchmark storm, which 22 was, again, 1996 for us, when we went onto that call 23 seeking initially 30 crews and then subsequently 40 24 crews for mutual assistance, that -- again, putting</p>
<p style="text-align: right;">268</p> <p>1 estimated electrical bill of \$1700 on her mobile 2 home, which seems a little stiff for a mobile home. 3 A. [LAMBERT] Was that based on current 4 charges for just that period? Was it current 5 charges? 6 Q. You'd have to tell me. 7 A. [LAMBERT] Or was it a total bill amount? 8 Q. I think it was a total bill amount. 9 A. [LAMBERT] Could it have factored in unpaid 10 amounts previously? 11 Q. I don't think so. 12 A. [LAMBERT] I will have to look at that, 13 apparently. 14 Q. Thanks. 15 MR. MUELLER: Could you present the 16 witness with a copy of the bill so he can respond, 17 please? 18 MR. BOWEN: I can. I will email it to 19 you so you'll have it. 20 Q. Finally, how often has Unitil been asked -- 21 and this probably isn't for you, Mr. Lambert; it's 22 probably to Mr. Letourneau. How often in the past 23 five years has Unitil been asked to supply crews 24 under existing mutual-aid agreements?</p>	<p style="text-align: right;">270</p> <p>1 it in perspective, into context, the worst storm 2 we've ever had was 35 crews. So going on that call, 3 when we already had 30 crews, approximately, working 4 on our system at the time, with our own crews and 5 contractors, that was a significant number of crews 6 for us to ask for mutual-aid-wise. So this was a 7 very significant request, and I just want to make 8 sure that that's clear. 9 Q. I'm sorry, one question always makes me 10 think of one more. My apologies. I don't mean to 11 go Al Gore on the panel here. But it does seem that 12 our climate is changing and that we are experiencing 13 a greater number of ice storms, as opposed to, you 14 know, good old-fashioned heavy New England 15 snowstorms. Does the company have an appreciation 16 of that or agree with it? And if you do agree with 17 it, what are you doing going forward? 18 A. [MEISSNER] I'm not sure that we have an 19 opinion or a belief about long-term climate change. 20 But I think that we have internally noted at least a 21 cyclical trend of more challenging weather. I mean, 22 it's been a challenge from a reliability standpoint 23 and so forth. So there has been discussion about 24 that. Without making any determination about</p>

<p style="text-align: center;">271</p> <p>1 climate change and all that, we have certainly had 2 discussions about cyclical trends in weather, and we 3 have noticed increasing numbers of thunderstorms and 4 serious weather events over the past few years. 5 Until this storm, we've always acted 6 aggressively and quickly to restore power after all 7 of those. As Mr. Letourneau indicated, in many 8 events we've been in a position of then sending our 9 crews to assist in other service territories and 10 other companies. 11 Q. It seems a lot like the Quebec ice storm of 12 2000 or thereabouts. 13 A. [MEISSNER] Yes, and the Maine report in 14 the 1998 ice storm was provided with the testimony 15 of the Attorney General witness. It's a report that 16 we're familiar with. 17 MS. EVANS: Are you done, Mr. Bowen? 18 MR. BOWEN: Yes, please. 19 MS. EVANS: Off the record for one 20 moment, please. 21 (Discussion off the record.) 22 MS. EVANS: We're going to go back on 23 the record, please. We are going to begin 24 cross-examination by the Department Bench now.</p>	<p style="text-align: center;">273</p> <p>1 the key position that is identified would be 2 emergency restoration manager, communication 3 coordinator, restoration coordinator, logistics 4 coordinator, municipal field coordinators, and the 5 restoration superintendent. Are those the key 6 positions that are assigned a primary -- 7 Let me say: Are those the key positions 8 that are addressed in Section 6? 9 A. [LETOURNEAU] Yes, they are. 10 Q. If we could go through it. I know the ERP 11 in Section 4, which is Description of Functions, 12 goes through the event. But I think it would be 13 helpful if we could talk about -- we can start at a 14 high level and maybe work our way down -- what the 15 responsibilities of these key positions are. 16 Before we do that, let me back up and 17 ask: Does each of the three operating companies of 18 Unitil have its own ERP? 19 A. [LETOURNEAU] Yes, they do. 20 Q. And are they for the most part identical? 21 A. [LETOURNEAU] No, they are not identical. 22 Q. Are they similar? 23 A. [LETOURNEAU] They are very similar, yes. 24 Q. They are very similar. If we can talk</p>
<p style="text-align: center;">272</p> <p>1 Mr. Perlmutter? 2 BENCH EXAMINATION 3 BY MR. PERLMUTTER: 4 Q. Good morning. 5 A. [FRANCAZIO] Good morning. 6 Q. If you would turn to Exhibit -- it's the 7 company's February 23rd report, Exhibit FGE-2, 8 Volume 2, Tab No. 1, which is -- Attachment 1, which 9 is the company's emergency restoration plan. I'm 10 going to specifically refer to Section 6 of the 11 plan, which shows up on Page 39 of the exhibit, and 12 also the functional charts that show up on Pages 13 13 and 14. 14 Section 6.01 states that each key 15 position of the emergency restoration plan 16 organization is assigned a primary and a backup 17 candidate. And if we could look at the functional 18 charts, and I'll note that there are two of them. 19 Maybe you can explain to me the difference between 20 the two. But if we can look at the chart that shows 21 up on Page 13 first. 22 Could you tell me if all the key 23 position which are spoken of in Section 6 are 24 identified on the functional chart on Page 13? Here</p>	<p style="text-align: center;">274</p> <p>1 about the functions of these key positions as they 2 relate to Fitchburg. If we can start with the 3 emergency restoration manager. 4 A. [LETOURNEAU] The emergency restoration 5 manager in this case is myself. The 6 responsibilities would include coordination of the 7 emergency response. That would include coordination 8 of resources, acquiring resources and ensuring that 9 logistics to support those resources are in place. 10 Q. When you say coordinating, do you mean 11 across the three operating companies? 12 A. [LETOURNEAU] Yes, for Unitil. 13 Q. So there is just one emergency restoration 14 manager for Unitil, the three Unitil companies. 15 A. [LETOURNEAU] Yes. There's one primary and 16 their backup. 17 Q. And you are the primary? 18 A. [LETOURNEAU] I am the primary. 19 Q. And who is the backup? 20 A. [LETOURNEAU] Mr. Meissner. 21 Q. So your overall job is to coordinate the 22 implementation of the ERPs across the three 23 companies and specifically acquiring resources -- 24 That's external resources?</p>

<p style="text-align: right;">275</p> <p>1 A. [LETOURNEAU] Yes.</p> <p>2 Q. -- and logistics.</p> <p>3 A. [LETOURNEAU] Yes.</p> <p>4 Q. And what else?</p> <p>5 A. [LETOURNEAU] That's primarily the role.</p> <p>6 There's a lot of facets to that. Logistics is, you</p> <p>7 know, material, it's hotels, it's food, it's</p> <p>8 facilities, and crews themselves. It's various</p> <p>9 diverse outside crews, internal crews, crew</p> <p>10 movements from New Hampshire to Mass., Mass. to New</p> <p>11 Hampshire, et cetera.</p> <p>12 Q. And who do you report to in your role as</p> <p>13 emergency restoration manager within the company?</p> <p>14 A. [LETOURNEAU] I report to Mr. Meissner.</p> <p>15 Q. So he's your backup, but he's also your</p> <p>16 supervisor of these efforts.</p> <p>17 A. [LETOURNEAU] Yes.</p> <p>18 Q. If we can move to the restoration</p> <p>19 coordinator position. Is there a separate</p> <p>20 restoration coordinator for each of the three</p> <p>21 companies?</p> <p>22 A. [LETOURNEAU] Yes, there is.</p> <p>23 Q. And I know we actually have this in one of</p> <p>24 the company's responses, in AG-1-28. But I'd like</p>	<p style="text-align: right;">277</p> <p>1 a backup. For some of these positions --</p> <p>2 Let me ask: The primary is known ahead</p> <p>3 of time for all of these positions?</p> <p>4 A. [LETOURNEAU] Yes.</p> <p>5 Q. And the backup may or may not be known</p> <p>6 ahead of time.</p> <p>7 A. [LETOURNEAU] That is correct.</p> <p>8 Q. Like we know that the emergency restoration</p> <p>9 manager, the backup will be Mr. Meissner, regardless</p> <p>10 of the storm.</p> <p>11 A. [LETOURNEAU] Not necessarily, not</p> <p>12 necessarily. In this event, because of the</p> <p>13 magnitude of the storm and because it involved all</p> <p>14 three operating areas, Mr. Meissner was the backup.</p> <p>15 If Mr. Meissner was away, we would have designated</p> <p>16 someone else to be the backup. In fact, in New</p> <p>17 Hampshire, when the restoration started and I was</p> <p>18 dealing with New Hampshire at that time and</p> <p>19 Massachusetts, there was a different gentleman that</p> <p>20 was covering for me when I was off the clock, if you</p> <p>21 will. It wasn't Mr. Meissner; it was somebody else.</p> <p>22 Q. And the role of the backup is?</p> <p>23 A. [LETOURNEAU] Really, the backup is there</p> <p>24 to provide coverage for the ultimate shift, whatever</p>
<p style="text-align: right;">276</p> <p>1 to identify the persons and then identify the</p> <p>2 functions that are established for that position in</p> <p>3 the ERP.</p> <p>4 So for Fitchburg, the restoration</p> <p>5 coordinator is?</p> <p>6 A. [LETOURNEAU] Mark Frappier.</p> <p>7 Q. And is there a backup?</p> <p>8 A. [LETOURNEAU] If I could explain "backup"</p> <p>9 for a moment: The backup position could be numerous</p> <p>10 people. So if you're asking me for who the backup</p> <p>11 is, it would be unique to each event. So in order</p> <p>12 to respond to that, the backup for the 2008 ice</p> <p>13 event was Chris Dube.</p> <p>14 Q. And when was Mr. Dube notified he'd be the</p> <p>15 backup for this event? And I don't mean time of</p> <p>16 day. But was it during the period when the forecast</p> <p>17 was known, before damage occurred?</p> <p>18 A. [LETOURNEAU] It was on Friday, December</p> <p>19 12th.</p> <p>20 Q. So after the storm had hit.</p> <p>21 A. [LETOURNEAU] After the storm had hit.</p> <p>22 Q. And so this is a place in the ERP where it</p> <p>23 says that each key position -- Section 6 says</p> <p>24 this -- each key position is assigned a primary and</p>	<p style="text-align: right;">278</p> <p>1 that ultimate shift is. They would be responsible</p> <p>2 for whatever the primary is responsible for, in</p> <p>3 their absence.</p> <p>4 Q. I'm sorry, if you can repeat what you said,</p> <p>5 that during this storm, were there times that</p> <p>6 Mr. Meissner was not acting as your backup as</p> <p>7 emergency restoration manager?</p> <p>8 A. [LETOURNEAU] As the storm progressed and</p> <p>9 we realized that it was a multi-state event, the</p> <p>10 backup role and the primary role had changed. In</p> <p>11 the initial phases of the storm I was consulting</p> <p>12 with Mr. Meissner on various things, whether it</p> <p>13 would be crew deployment, where we were sending</p> <p>14 crews. And when I was not performing my particular</p> <p>15 function because I was home resting, Mr. Meissner</p> <p>16 was providing that input.</p> <p>17 As the storm got larger and Mr. Meissner</p> <p>18 was involved in restoration in Fitchburg, there was</p> <p>19 somebody that was covering for me in New Hampshire</p> <p>20 when I was off the clock as well as Tom,</p> <p>21 Mr. Meissner, filling in in Massachusetts.</p> <p>22 So it's a dynamic that changes. Again,</p> <p>23 this plan -- and this is a functional chart, and</p> <p>24 we've tried to, in all our data responses to ensure</p>

<p style="text-align: right;">279</p> <p>1 that staff understood that this is not an 2 organizational chart, as you think of an 3 organizational chart. Not all the functions are 4 staffed. You talked about the primary functions, 5 which are always staffed in an event. Some of the 6 other functions may be filled by one person. One 7 person may fill the role of three functions. It 8 really depends on the event, the severity of the 9 event, the circumstances required, and exactly what 10 needs to get carried out.</p> <p>11 A. [MEISSNER] To clarify a little bit: I 12 think part of the reason we leave the plan flexible 13 is because there's a limited number of employees, 14 and if you assigned everybody into a primary role 15 and a backup role, invariably you're going to have 16 people that are on vacation or people that are sick 17 or you might have somebody assigned to a specific 18 person in Seacoast but Seacoast isn't really 19 impacted and you need them in Fitchburg.</p> <p>20 So we know who the people are in all the 21 different areas that they are able to help in terms 22 of the restoration. So a lot of it is flexible. In 23 fact, we made adjustments within a day of the storm 24 and pulled people out of one of our geographic</p>	<p style="text-align: right;">281</p> <p>1 number of employees. What do you mean by that?</p> <p>2 A. [MEISSNER] Well, I think any company has a 3 limited number of employees that you assign to the 4 restoration. What we're saying is, you don't want 5 to be in situations where there's suddenly holes in 6 your plan because those particular employees happen 7 to be sick or on vacation, or you don't want them 8 assigned into areas where that's not really where 9 you need them at the time because the storm may have 10 hit some territories harder than others.</p> <p>11 So we try to -- I think it's clear at a 12 local level who the primary is in these areas, but 13 in other aspects we try to be more flexible to we 14 can deploy people into either areas or functions 15 based on need.</p> <p>16 Q. And getting back to the restoration 17 coordinator: What are the, from a high level, the 18 responsibilities of that position?</p> <p>19 A. [LETOURNEAU] The restoration coordinator 20 is responsible for the prioritization of the work, 21 the supervision of the outside field forces, 22 managing the overall line and tree crews and the 23 work that they do during restoration. They're also 24 responsible for damage assessment and assessing that</p>
<p style="text-align: right;">280</p> <p>1 territories and sent them to another, based on the 2 circumstances.</p> <p>3 A. [LETOURNEAU] In fact, the whole plan is 4 really not meant to be -- in fact, it's not designed 5 to be a rigid set of operating procedures, if you 6 will. It's designed to be quite flexible. And the 7 reason for that is that if the plan is flexible, you 8 take your day-in-and-day-out operations and your 9 day-in-and-day-out emergencies that you respond to 10 and you ramp it up. Therefore, you don't need an 11 entirely new organization to manage an emergency 12 response.</p> <p>13 It's ramping up your current practices, 14 your current procedures, with your current 15 personnel, with the current skill sets that they 16 have, and you supplement that as required, and you 17 train other staff -- gas staff, for example, that 18 don't work in the electric area. You may have to 19 train gas people. But to the extent that you can 20 use your skill sets that people have day in and day 21 out, it provides that kind of flexibility, so you 22 don't have to create a brand-new organization when 23 you get involved in a restoration effort.</p> <p>24 Q. Mr. Meissner, you mentioned a limited</p>	<p style="text-align: right;">282</p> <p>1 assessment and determining their number of crews, et 2 cetera.</p> <p>3 Q. And the ERP was activated for all three 4 companies during the winter storm?</p> <p>5 A. [LETOURNEAU] Yes.</p> <p>6 Q. And all three of the emergency coordinators 7 report to the emergency restoration manager.</p> <p>8 A. [LETOURNEAU] Yes.</p> <p>9 Q. So while you were primary they reported to 10 you. While Mr. Meissner was acting as primary, they 11 reported to him and whoever else might be filling 12 that role.</p> <p>13 A. [LETOURNEAU] Correct.</p> <p>14 Q. Were there other people filling the role of 15 emergency restoration manager during the winter 16 storm?</p> <p>17 A. [LETOURNEAU] Justin Eisfeller filled that 18 role in New Hampshire at certain times.</p> <p>19 Q. Let me back up. I thought that role was to 20 coordinate across -- I didn't mean the restoration 21 coordinator. I meant the emergency restoration 22 manager, and that was supposed to be one person for 23 all three companies, I thought.</p> <p>24 A. [LETOURNEAU] It is. In the early days of</p>

<p style="text-align: center;">283</p> <p>1 the storm -- again, as Tom indicated, the plan is 2 flexible, so that jobs change. So at the beginning 3 of the storm I was coordinating with the restoration 4 coordinators across all three DOCs. When I went to 5 rest and Mr. Meissner was in touch with Fitchburg 6 and what was happening in Fitchburg and was actually 7 in Fitchburg, I was dealing with New Hampshire 8 originally -- because, again, we looked at the storm 9 as it ramped up through the weekend. Somebody was 10 covering me in New Hampshire, for the two New 11 Hampshire locations. I gave you his name. 12 Q. If we can move to the communications 13 coordinator. That person in Fitchburg is? 14 A. [LETOURNEAU] At the outset of the storm it 15 was Peg Vanhillo. 16 Q. And the backup was? 17 A. [LETOURNEAU] Yvette King. 18 Q. Again, each operating company has its own 19 communications coordinator? 20 A. [LETOURNEAU] Yes. 21 Q. I'm sorry, the primary was Peg Vanhillo? 22 A. [LETOURNEAU] Peg Vanhillo. 23 Q. She was communications coordinator during 24 the winter storm?</p>	<p style="text-align: center;">285</p> <p>1 type of questions for the restoration coordinator 2 position. The person who initially served in that 3 position, Mr. Frappier, had he served in that 4 position in previous storms? 5 A. [LETOURNEAU] Yes, he has. 6 Q. And the person who was identified as the 7 backup, had he served in that position in previous 8 storms? 9 A. [LETOURNEAU] Yes. Mr. Dube in addition 10 was the person that held that position before -- 11 held Mr. Frappier's position before he was in it. 12 Q. And before I move on: All of these 13 persons, including yourself, have other positions at 14 the company; correct? 15 A. [LETOURNEAU] Correct. 16 Q. And you basically give up the 17 responsibility of those other position when the ERP 18 is implemented and devote yourself full time to the 19 implementation? 20 A. [LETOURNEAU] That's correct. I think it 21 would be important to note that in some cases that 22 isn't the case. In some cases -- the position of, 23 for instance, restoration coordinator, Mr. Frappier 24 serves as restoration coordinator, but that's his</p>
<p style="text-align: center;">284</p> <p>1 A. [LETOURNEAU] The first couple of days of 2 the winter storm, yes. 3 Q. Had she served as a communications 4 coordinator in previous storms? 5 A. [LETOURNEAU] Yes, she has. 6 Q. The person who served as the backup, had 7 she served as communications coordinator during 8 previous storms? 9 A. [LETOURNEAU] I don't know that for 10 certain. 11 Q. And the role of the communications 12 coordinator is? 13 A. [LETOURNEAU] The communications 14 coordinator is responding to -- is the primary 15 contact with municipals and is also serving in a 16 role to work with any media outlets that are calling 17 in and wanting to know status and information. 18 Q. Does this position report directly to the 19 emergency restoration manager? 20 A. [LETOURNEAU] No. 21 Yes, they do, in the plan that they 22 have. Yes, they report to the emergency restoration 23 manager. 24 Q. Just to back up; I want to ask the same</p>	<p style="text-align: center;">286</p> <p>1 job every day. He is responsible for managing 2 troubles and emergencies on the system day in and 3 day out. So his job isn't a brand-new job when a 4 storm comes, which is why I explained earlier about 5 why we try to keep this plan as flexible as 6 possible, so that you can ramp up from your day in 7 and day out. 8 Peg Vanhillo, yes, has a day job, but 9 part of her daily responsibilities is 10 communications. So if we have a major outage on the 11 system, she's the primary person dealing with the 12 newspapers or the media, or she may be responding to 13 an emergency call from a municipal in some way. 14 What changes during the event is that a 15 lot of the other roles and responsibilities that are 16 there within their job description get moved aside 17 and they concentrate and focus solely on this 18 particular function during an event. 19 Q. And Ms. Vanhillo's position with the 20 company when she's not serving as the communications 21 coordinator is what? 22 A. [LETOURNEAU] Manager of operations 23 services. 24 Q. And the person who initially served as the</p>

<p style="text-align: right;">287</p> <p>1 backup, Yvette King?</p> <p>2 A. [LETOURNEAU] She's the supervisor of</p> <p>3 operations services.</p> <p>4 Q. Going back to Mr. Dube: What's his</p> <p>5 position?</p> <p>6 A. [LETOURNEAU] Mr. Dube's current title is</p> <p>7 manager of metering technical services.</p> <p>8 Q. Now let's move to the logistics</p> <p>9 coordinator. Is there a logistics coordinator for</p> <p>10 each of the three companies?</p> <p>11 A. [LETOURNEAU] Yes.</p> <p>12 Q. And who served as the primary logistics</p> <p>13 coordinator for Fitchburg?</p> <p>14 A. [LETOURNEAU] Dan Golden.</p> <p>15 Q. Had he served as logistics coordinator</p> <p>16 during previous storms?</p> <p>17 A. [LETOURNEAU] Yes, he has.</p> <p>18 Q. And what's his position at the company?</p> <p>19 A. [LETOURNEAU] He's the manager of gas</p> <p>20 operations.</p> <p>21 Q. Who was identified to serve as the backup?</p> <p>22 A. [LETOURNEAU] Peg Vanhillo and Alice Rodil</p> <p>23 served as backup.</p> <p>24 Q. And Ms. Rodil's position is?</p>	<p style="text-align: right;">289</p> <p>1 Q. So is it fair to say that when he was</p> <p>2 serving as the primary restoration coordinator -- is</p> <p>3 there a backup position for the superintendent?</p> <p>4 A. [LETOURNEAU] No. The superintendent is</p> <p>5 the backup for the coordinator. We don't call it a</p> <p>6 restoration coordinator and restoration</p> <p>7 superintendent. The restoration coordinator is the</p> <p>8 primary; the restoration superintendent is the</p> <p>9 secondary. They essentially serve the same role.</p> <p>10 Q. Other than serving as the backup, what are</p> <p>11 the primary responsibilities of the superintendent?</p> <p>12 A. [LETOURNEAU] To aid the restoration</p> <p>13 coordinator. The restoration coordinator is</p> <p>14 managing the overall response. The restoration</p> <p>15 superintendent assists in that effort. Since</p> <p>16 they're providing primary backup responsibilities,</p> <p>17 they do essentially the same job.</p> <p>18 Q. And the final key position identified on</p> <p>19 this chart is the municipal field coordinators. How</p> <p>20 many municipal field coordinators does Fitchburg</p> <p>21 have?</p> <p>22 A. [LETOURNEAU] That role was not filled</p> <p>23 until the business services function became</p> <p>24 identified as municipal field coordinators.</p>
<p style="text-align: right;">288</p> <p>1 A. [LETOURNEAU] Team leader, operations</p> <p>2 services.</p> <p>3 Q. And the primary functions of the logistics</p> <p>4 coordinator are?</p> <p>5 A. [LETOURNEAU] They're responsible for</p> <p>6 providing hotel rooms, acquiring hotel rooms,</p> <p>7 ensuring that we have food, lining up restaurants,</p> <p>8 et cetera, those types of logistics. They're</p> <p>9 responsible for material, making sure that we have</p> <p>10 required material for the event. They may be</p> <p>11 involved in other aspects of restorations, like</p> <p>12 administrative support, so people are processing</p> <p>13 crews coming in the door or payroll, et cetera;</p> <p>14 transportation. Those are the major functions of</p> <p>15 the logistics coordinator.</p> <p>16 Q. And restoration superintendent? Again; is</p> <p>17 there a separate restoration superintendent for each</p> <p>18 of the companies?</p> <p>19 A. [LETOURNEAU] The backup restoration -- the</p> <p>20 backup to the restoration coordinator is the</p> <p>21 restoration superintendent.</p> <p>22 Q. And in Fitchburg during the recent storm</p> <p>23 that was Mr. Dube?</p> <p>24 A. [LETOURNEAU] That's correct.</p>	<p style="text-align: right;">290</p> <p>1 Q. And when was that?</p> <p>2 A. [GANTZ] That happened during the course of</p> <p>3 the event. I think as I testified the other day,</p> <p>4 there were various points in time when individuals</p> <p>5 became involved in municipal communications with</p> <p>6 local officials. It's a function that I was</p> <p>7 fulfilling in part during the course of that first</p> <p>8 weekend, and then we did bring in business-services</p> <p>9 personnel during the course of the week.</p> <p>10 So that function was addressed on</p> <p>11 essentially a periodic basis during the course of</p> <p>12 the early part of the restoration, and then by</p> <p>13 approximately Thursday we had full-time staff from</p> <p>14 business services deployed in Fitchburg.</p> <p>15 Q. And how many municipal field coordinators</p> <p>16 does the plan anticipate? Does it anticipate one</p> <p>17 for each of the four towns in the electric service</p> <p>18 territory? I'll note that on Page 13 in the chart</p> <p>19 it lists the four towns.</p> <p>20 A. [LETOURNEAU] It does. It does list the</p> <p>21 four towns. And the municipal field coordinator</p> <p>22 role -- again, it's a function, and that person</p> <p>23 could be somebody that's stationed in the town or it</p> <p>24 could be somebody that is working with various</p>

<p style="text-align: center;">291</p> <p>1 people within the town if it was requested.</p> <p>2 So to answer your question directly, it</p> <p>3 lists the four towns. So for a major event</p> <p>4 involving the four towns, then, yes, they would</p> <p>5 involve at least four people.</p> <p>6 BY MS. EVANS:</p> <p>7 Q. Mr. Gantz, you said that these were folks</p> <p>8 that were eventually provided to Fitchburg on a</p> <p>9 full-time basis by Thursday. Are those the same</p> <p>10 people we were talking about before that were</p> <p>11 embedded at the EOC?</p> <p>12 A. [GANTZ] Yes.</p> <p>13 Q. And eventually there was a person in this</p> <p>14 role also embedded in the Lunenberg EOC; is that</p> <p>15 correct?</p> <p>16 A. [GANTZ] Yes.</p> <p>17 Q. And when was that?</p> <p>18 A. [GANTZ] I can check. It was either</p> <p>19 Thursday or Friday when we had those people out in</p> <p>20 the municipal EOCs.</p> <p>21 And I should point out that it wasn't</p> <p>22 just a single individual. We did a rotation of</p> <p>23 individuals. So there were at least two that were</p> <p>24 involved in each of the communities.</p>	<p style="text-align: center;">293</p> <p>1 6 is on Page 39 of the attachment.</p> <p>2 A. [LETOURNEAU] Which position are you</p> <p>3 referring to?</p> <p>4 Q. Well, it says "each key position," and then</p> <p>5 we established that the key positions are those that</p> <p>6 have the title "coordinator," the word "coordinator"</p> <p>7 in them. I'm just wondering, you know, since we've</p> <p>8 stated this is a functional document, why this one</p> <p>9 requirement was left unfulfilled initially.</p> <p>10 A. [LETOURNEAU] Again, you're pointing out a</p> <p>11 position. The function was covered. Peg Vanhillo</p> <p>12 was serving. She was speaking to the municipals</p> <p>13 early on in the storm. She was providing updates to</p> <p>14 the municipals. Early on in the storm Mr. Frappier</p> <p>15 himself attended a Fitchburg EOC meeting, very early</p> <p>16 on in the storm. As the storm progressed through</p> <p>17 that weekend, that's when we recognized the need to</p> <p>18 find some additional resources to perform that job.</p> <p>19 Again, back to what I said earlier about</p> <p>20 the plan being flexible and functional -- it being</p> <p>21 flexible and not, you know, rigid, where you have a</p> <p>22 position and you have a person assigned in that job:</p> <p>23 The function needs to be performed, and one person</p> <p>24 could fulfill several functions, as was the case in</p>
<p style="text-align: center;">292</p> <p>1 In the case of the Fitchburg EOC, there</p> <p>2 was a period of time at the end of the storm where</p> <p>3 we had two staff people deployed at the EOC during</p> <p>4 the full shift, you know, from morning to night.</p> <p>5 Q. Were there any people deployed at any time</p> <p>6 in Townsend and Ashby?</p> <p>7 A. [GANTZ] Not physically located in Townsend</p> <p>8 and Ashby. But there was an individual stationed</p> <p>9 back at our emergency operations center that had</p> <p>10 responsibility to be in communication with those two</p> <p>11 towns.</p> <p>12 Q. One person?</p> <p>13 A. [GANTZ] That was one person, but again,</p> <p>14 that might rotate. It was predominantly one person.</p> <p>15 I served as a backup in that role.</p> <p>16 Q. Thank you.</p> <p>17 BY MR. PERLMUTTER:</p> <p>18 Q. Reading from Section 6, which is titled --</p> <p>19 6.01, which is titled Staffing of Emergency</p> <p>20 Positions, it states, "Each key position of the</p> <p>21 emergency restoration plan organization is assigned</p> <p>22 a primary and a backup candidate." How come this</p> <p>23 key position wasn't assigned initially, neither a</p> <p>24 primary nor a backup candidate? I'm sorry, Section</p>	<p style="text-align: center;">294</p> <p>1 this particular event.</p> <p>2 And somebody's function could change</p> <p>3 from the beginning of the storm to the middle of the</p> <p>4 storm. Depending on the circumstances that the</p> <p>5 company faced, then we would use other resources.</p> <p>6 In this case, we used business services, out of</p> <p>7 Mr. Gantz's area, to provide municipal field</p> <p>8 coordination.</p> <p>9 Q. To make sure I understand, the function</p> <p>10 assigned to the municipal field coordinator was</p> <p>11 fulfilled throughout the storm; is that fair to say?</p> <p>12 A. [LETOURNEAU] Yes.</p> <p>13 Q. And initially it was fulfilled by Ms.</p> <p>14 Vanhillo?</p> <p>15 A. [LETOURNEAU] Correct.</p> <p>16 Q. Mr. Frappier. Anyone else?</p> <p>17 A. [LETOURNEAU] To my knowledge, those two</p> <p>18 originally served as field coordinators.</p> <p>19 Q. In addition to their other functions.</p> <p>20 A. [LETOURNEAU] In addition to their other</p> <p>21 functions.</p> <p>22 Q. Let's move -- and did these persons act as</p> <p>23 municipal field coordinators during previous storms?</p> <p>24 A. [LETOURNEAU] I don't have an answer to</p>

<p style="text-align: right;">295</p> <p>1 that.</p> <p>2 Q. If we could turn to Section 4 of the ERP,</p> <p>3 which is titled Description of Functions, Page 22 of</p> <p>4 the attachment. We'll start with the municipal</p> <p>5 field coordinator, and we'll try and cover all of</p> <p>6 the other positions. Section 4.01.02, municipal</p> <p>7 field coordinator, "pre-emergency preparation, meet</p> <p>8 with the communications coordinator to review</p> <p>9 assignment." What does pre-emergency preparation</p> <p>10 mean? Does that mean in the 28-to-48-hour period</p> <p>11 when a storm is anticipated, or does it mean in the</p> <p>12 six-to-12-month period?</p> <p>13 A. [LETOURNEAU] It's prior -- there's a</p> <p>14 recognition that an event -- there's a possibility</p> <p>15 that an event is coming that could cause system</p> <p>16 damage.</p> <p>17 Q. So in this case that would have started on</p> <p>18 December 10th?</p> <p>19 A. [LETOURNEAU] I don't know exactly when</p> <p>20 that started with respect to, you know, when this</p> <p>21 municipal field coordination specifically. But for</p> <p>22 Unitil, yes, it started on December 10th, when we</p> <p>23 were made aware that a potential ice storm was</p> <p>24 moving into our region.</p>	<p style="text-align: right;">297</p> <p>1 anticipated in terms of -- what our thinking was at</p> <p>2 that time, where we were going; put his own crews on</p> <p>3 alert; provided information to his contractors --</p> <p>4 you know, began all his emergency preparations,</p> <p>5 which would include communicating with the key</p> <p>6 personnel.</p> <p>7 Q. But as the person assigned the functions of</p> <p>8 the municipal field coordinator, was he expected to</p> <p>9 also fill these functions?</p> <p>10 A. [LETOURNEAU] No, he is not. My point was</p> <p>11 that Mr. Frappier filled that role initially, you</p> <p>12 know, for one or two meetings with the Town of</p> <p>13 Fitchburg. They asked for somebody. Mark -- it was</p> <p>14 an early-morning meeting. Mark had his crews out.</p> <p>15 Mark went to the Town of Fitchburg and provided</p> <p>16 whatever information they were looking for.</p> <p>17 As the storm wore on and it became</p> <p>18 increasingly obvious that there was additional</p> <p>19 communication required with the municipals, again --</p> <p>20 again, this was a storm that we had not seen before.</p> <p>21 This was a storm that required a lot of firsts, and</p> <p>22 we had a lot of requests for information from the</p> <p>23 municipals. So it became something we needed to</p> <p>24 address, which is why we brought in Mr. Gantz's area</p>
<p style="text-align: right;">296</p> <p>1 Q. When was the ERP activated?</p> <p>2 A. [LETOURNEAU] That was in the data request.</p> <p>3 Q. I know it's on the record.</p> <p>4 A. [LETOURNEAU] I believe it was the night of</p> <p>5 December 11th at some point.</p> <p>6 Q. Just to be clear, the pre-emergency</p> <p>7 preparation likely started sometime on the 10th,</p> <p>8 after the weather forecasts --</p> <p>9 A. [LETOURNEAU] Correct.</p> <p>10 Q. -- made the storm known.</p> <p>11 So, again, in that period, Ms. Vanhillo</p> <p>12 and Mr. Frappier were performing these functions,</p> <p>13 understanding that Ms. Vanhillo was the</p> <p>14 communications coordinator, but --</p> <p>15 A. [LETOURNEAU] Mr. --</p> <p>16 Q. I'm sorry, you go.</p> <p>17 A. [LETOURNEAU] Mr. Frappier was likely not</p> <p>18 performing municipal field coordinator and</p> <p>19 pre-emergency preparation. He was acting as</p> <p>20 emergency response coordinator. He had other</p> <p>21 responsibilities. He would convene a meeting with</p> <p>22 the key positions, the logistics coordinator, the</p> <p>23 communications coordinator. He would provide</p> <p>24 information relative to the storm, what we</p>	<p style="text-align: right;">298</p> <p>1 and business services to assist in the area of</p> <p>2 municipal field coordination.</p> <p>3 Q. Point No. 2 under pre-emergency</p> <p>4 preparation, "contact designated municipal officials</p> <p>5 to advise them the ERP is in effect and provide the</p> <p>6 private phone number." And then No. 3 is "review</p> <p>7 with municipal officials the procedure." That's the</p> <p>8 function of the municipal field coordinator;</p> <p>9 correct?</p> <p>10 A. [LETOURNEAU] It is.</p> <p>11 Q. And was that function fulfilled during the</p> <p>12 pre-emergency period?</p> <p>13 A. [LETOURNEAU] Peg Vanhillo was filling this</p> <p>14 role.</p> <p>15 Q. So she filled that role.</p> <p>16 A. [LETOURNEAU] Yes. That is under her area</p> <p>17 of responsibility. That is her functional</p> <p>18 responsibility. So that's something she would do</p> <p>19 pre-emergency planning.</p> <p>20 Q. Let's move to the communications</p> <p>21 coordinator, which is 4.01. Again, Ms. Vanhillo was</p> <p>22 performing these functions.</p> <p>23 A. [LETOURNEAU] Yes.</p> <p>24 Q. So was there concern that having Ms.</p>

<p style="text-align: center;">299</p> <p>1 Vanhillo performing not just the functions of the 2 communications coordinator but also the municipal 3 field coordinator, which seems, from what you've 4 said, basically to be on a sole basis -- 5 Mr. Frappier could not devote his attention to that. 6 Was there concern that that would quickly overwhelm 7 her ability?</p> <p>8 A. [LETOURNEAU] No. We have done this in 9 previous storms, and it has been successful in 10 previous storms. The key functions are fulfilled by 11 these individuals. They perform these functions 12 themselves or they assign it to somebody should the 13 event warrant additional resources. It's their 14 responsibility to make sure that that gets done. 15 They either do it themselves or they delegate it.</p> <p>16 Q. I'm going to finish up this line of 17 questioning with: If you could turn back to Page 18 39, which is, again, Section 6. 6.02, under 19 Requirements for Review and Training, the third 20 paragraph says, "Annually the restoration 21 manager" --</p> <p>22 Which is you, correct?</p> <p>23 A. [LETOURNEAU] Yes.</p> <p>24 Q. -- "sends a memo to the functional group</p>	<p style="text-align: center;">301</p> <p>1 A. [LETOURNEAU] He did not send a memo. He 2 just contacted them. They work in the same 3 facility.</p> <p>4 Q. Do you know, did he contact them during 5 September, as laid out in the ERP?</p> <p>6 A. [LETOURNEAU] It happened in August. 7 August 27th he established a meeting with the three 8 functional coordinators that I just mentioned as 9 well as other department heads and team leaders and 10 supervisors.</p> <p>11 Q. And is there anything in writing that could 12 document him sending this out and the meeting that 13 occurred subsequently?</p> <p>14 A. [LETOURNEAU] No. He holds a meeting in 15 the conference room in Fitchburg. He talks through 16 the emergency restoration plan, are there any major 17 changes that -- again, are there any administrative 18 changes that need to be made, are there other 19 changes that people want to make, are there new 20 employees that were hired that need to understand -- 21 you know, that aren't assigned a role or would be 22 eligible to be in a role that would require to be 23 trained -- that would require training. That's the 24 purpose of that meeting.</p>
<p style="text-align: center;">300</p> <p>1 heads asking them to review the emergency 2 restoration plan with all personnel under their 3 direction."</p> <p>4 A. [LETOURNEAU] Yes.</p> <p>5 Q. This memo was supposed to be sent out in 6 September; correct?</p> <p>7 A. [LETOURNEAU] Yes.</p> <p>8 Q. And did you indeed send a memo to the 9 functional group heads?</p> <p>10 A. [LETOURNEAU] I did not. I delegated that 11 to Mr. Frappier.</p> <p>12 Q. So let's talk about the functional group 13 heads. Are those the coordinators we've just 14 discussed, or is there more?</p> <p>15 A. [LETOURNEAU] There are only three 16 positions that we would consider key positions. 17 That would be the communications coordinator, the 18 restoration coordinator, and the logistics 19 coordinator. Those are the three key positions that 20 fall in that first row of those functions. Every 21 other function within emergency response planning 22 falls under those three specific areas.</p> <p>23 Q. So did Mr. Frappier send a memo to the 24 functional group heads?</p>	<p style="text-align: center;">302</p> <p>1 Q. And then working our way down, 6.02, it 2 says, "Upon completion," and there's an asterisk 3 that lays out chronology, "a written report of each 4 group's review is sent to the restoration manager, 5 to include procedure review methods, list of 6 participants," and a few other things. Did the 7 three functional group heads provide a report to 8 you?</p> <p>9 A. [LETOURNEAU] They did not.</p> <p>10 Q. And why not?</p> <p>11 A. [LETOURNEAU] It was not completed. We 12 haven't done that as part of our annual review.</p> <p>13 Q. Are the provisions laid out in the ERP -- 14 this is a good example -- are they left to the 15 discretion of people whether they'll be implemented? 16 In other words, when it's written "a report is 17 sent," is it expected that each year a report will 18 be compiled and sent to you?</p> <p>19 A. [LETOURNEAU] No, it hasn't been the case. 20 We have not done that for annual reviews. Annual 21 reviews have been sit-down meetings with the local 22 managers. They will make administrative changes to 23 the plan. They update the plan. As I testified 24 yesterday, if there are significant changes to the</p>

<p style="text-align: center;">303</p> <p>1 plan, I may get involved. Most of the changes have 2 been minor and administrative in nature. Then they 3 perform the filing. They file this with the 4 Department every year. They do that all on their 5 own. 6 Q. Then continuing down, "The restoration plan 7 review committee meets to review the reports and to 8 act on proposed changes." And on the record I think 9 that that meeting took place in August; is that 10 correct? 11 A. [LETOURNEAU] August 28th. 12 Q. And if you could turn to the company's 13 response to Information Request DPU-5-3. 14 A. [LETOURNEAU] I have it. 15 Q. That lists the members of the restoration 16 plan review committee? 17 A. [LETOURNEAU] Yes, it does. 18 Q. So were all those members present at the 19 August 27th meeting? 28th meeting; I'm sorry. 20 A. [LETOURNEAU] I am not certain if they were 21 all present at the meeting. I was not at the 22 meeting. 23 Q. So you weren't at the meeting. You're not 24 a part of the restoration plan review committee?</p>	<p style="text-align: center;">305</p> <p>1 their meeting once a year, prior to -- the filing is 2 performed in September with the Department. Prior 3 to that filing is when they meet. 4 Q. If you could turn to the company's response 5 to Information Request AG-4-115. 6 A. [LETOURNEAU] I have it. 7 Q. The request is to provide reports, 8 recommendations, memorandums, and other things from 9 the most recent meeting. And the response is that 10 no such reports, recommendations for the meeting 11 exist. Is that correct? 12 A. [LETOURNEAU] That's correct. 13 Q. Are you sure that the meeting occurred? 14 A. [LETOURNEAU] Yes. 15 Q. And what documentation does the company 16 have to verify that the meeting occurred? 17 A. [LETOURNEAU] The manager of electric 18 operations, who is my direct report, reported to me 19 that the meeting took place in August. 20 Q. And do you have any idea what was discussed 21 at the meeting? 22 A. [LETOURNEAU] I do not. 23 Q. Do you know how long the meeting lasted? 24 A. [LETOURNEAU] I do not.</p>
<p style="text-align: center;">304</p> <p>1 A. [LETOURNEAU] I was not part of the meeting 2 on August 28th. I am involved in any revision to 3 the plan that would be considered a substantial 4 revision. We have not had a substantial revision in 5 the plan, other than administrative changes. 6 BY MS. EVANS: 7 Q. When was the last time the company made a 8 substantial revision to the plan that would 9 necessitate the manager of electric operations 10 getting involved? 11 A. [LETOURNEAU] I'm not aware of one. 12 BY MR. PERLMUTTER: 13 Q. Looking at the company's response to 14 Information Request DPU-5-3. The top line says, 15 "Manager of electric operations serves as the 16 restoration coordinator." Correct? 17 A. [LETOURNEAU] Correct. 18 Q. Are you the manager of electric operations? 19 A. [LETOURNEAU] No. That is Mr. Frappier. 20 Q. Does the restoration plan review committee 21 meet more than once a year, or is this their sole 22 meeting to pursue into the emergency plan to review 23 the reports of the functional groups? 24 A. [LETOURNEAU] My understanding is they have</p>	<p style="text-align: center;">306</p> <p>1 Q. And is that typical, where meetings go what 2 I would characterize as fully undocumented? 3 A. [LETOURNEAU] Depending on the subject 4 matter, some meetings are documented and some 5 meetings are not. 6 Q. And what's the subject matter of this 7 meeting? 8 A. [LETOURNEAU] The emergency response plan 9 and potential changes to the emergency response 10 plan, to discuss roles and responsibilities of the 11 emergency response plan, to discuss training, if 12 any, of new employees that may have been hired from 13 the previous year's annual review. 14 Q. And from your perspective, this meeting 15 wasn't of significant importance to merit more 16 thorough documentation? 17 A. [LETOURNEAU] The emergency response plan 18 has not changed significantly since we've developed 19 it. We have successfully utilized this plan for 20 numerous storm events in Fitchburg. The results of 21 the plan have been good. The outcomes of the plan 22 have been good. I didn't see the need for me to 23 have to attend a meeting unless I was requested. If 24 the electric operations manager felt that my</p>

<p style="text-align: right;">307</p> <p>1 presence would assist or facilitate that review, 2 then I'm sure I would have been invited. 3 Q. Mr. Meissner, what's your role in the 4 restoration -- the workings of the restoration plan 5 review committee? 6 A. [MEISSNER] I am not involved in the 7 restoration review committee. 8 Q. What's your role in the implementation of 9 the emergency restoration plan? 10 A. [MEISSNER] It depends, I think, on the 11 extent of the event that we're talking about. In 12 this particular event, as Mr. Letourneau indicated, 13 I was working -- you know, we were essentially the 14 primary and the secondary in the role that he was 15 filling. During the actual storm, the roles that I 16 was performing is -- 17 Because Mr. Letourneau was located 18 centrally and coordinating our response centrally, I 19 was actually going out to each of the locations and 20 trying to get an on-the-ground assessment about what 21 the situation was in the field, what resources it 22 appeared that they needed, what help they needed. 23 So I was actually trying to get on-the-ground 24 assessment. We overlapped extensively in terms of</p>	<p style="text-align: right;">309</p> <p>1 A. [LETOURNEAU] Because their plants are not 2 exactly the same as these plans. They're similar. 3 They have plans that they utilize. They have plans 4 that they update. Again, emergency restoration 5 coordinators update their plans as necessary. And 6 they would engage me if required. There is no 7 requirement in New Hampshire for us to file those 8 emergency restoration plans; therefore, they do not 9 have a formal process, if you will, of bringing in 10 the key positions of the emergency response plan, 11 having an annual meeting, et cetera. 12 Q. So the other two service territories don't 13 have restoration plan review committees? 14 A. [LETOURNEAU] No, they do not have formal 15 restoration committees. 16 Q. And to the extent that those other 17 territories made changes to the ERP, you'd be aware 18 of it to ensure that if they seem to be 19 improvements, they would be taken into account in 20 Fitchburg's? 21 A. [LETOURNEAU] No. Again, the plans have 22 not changed significantly in New Hampshire or 23 Massachusetts. The plans were developed based on 24 worst-case-scenario storms that we've experienced.</p>
<p style="text-align: right;">308</p> <p>1 our working hours. 2 Q. But it's true, you supervised the work of 3 Mr. Letourneau in his role as emergency restoration 4 manager? 5 A. [MEISSNER] That is correct. 6 Q. Were you aware that the meeting took place 7 on August 28? 8 A. [MEISSNER] I wasn't aware specifically of 9 the meeting. I was aware that these meetings take 10 place every year and that we file this plan every 11 year. 12 Q. And would you have expected because of what 13 the ERP states that a written report would have been 14 produced? 15 A. [MEISSNER] I might have expected meeting 16 minutes or some documentation of the meeting, yes. 17 Q. And so you don't know what was discussed at 18 the meeting. 19 A. [MEISSNER] I do not. 20 Q. Mr. Letourneau, going back to you: These 21 same meetings happen for the other two service 22 territories? 23 A. [LETOURNEAU] No, they do not. 24 Q. Why is that?</p>	<p style="text-align: right;">310</p> <p>1 This is the first storm that we've experienced that 2 required significant rewrite, which is why we've 3 undertaken that exercise, to go through our 4 emergency response plans and redesign them to 5 reflect the experiences of the 2008 ice storm. 6 MS. EVANS: We're going to take a break 7 now for lunch. Please be back at a quarter of 2:00, 8 ready to start. 9 (Recess for lunch.) 10 MS. EVANS: Back on the record. We've 11 had a lunch break, and we're going to continue Bench 12 examination of the company's panel of witnesses. 13 However, the company has indicated to me that there 14 is a correction that they would like to make to 15 previous cross responses. 16 REDIRECT EXAMINATION 17 BY MR. MUELLER: 18 Q. Mr. Letourneau, over the lunch break were 19 you able to consult with people back in the office 20 regarding documentation to the August 27th, 2008 21 meeting regarding the ERP, and can you tell us what 22 you were able to find? 23 A. [LETOURNEAU] Yes, I was able to consult 24 with Mr. Frappier. Mr. Frappier, as I testified, is</p>

<p style="text-align: center;">311</p> <p>1 the individual responsible for coordinating the</p> <p>2 annual review of the plan. He informed me that when</p> <p>3 we performed the annual filing of the plan that a</p> <p>4 letter, which I have a copy of here, goes to the</p> <p>5 Department, indicating that the emergency</p> <p>6 restoration plan had been reviewed and includes the</p> <p>7 date of when the review occurred as well as an</p> <p>8 agenda for the meeting. Earlier my testimony</p> <p>9 indicated that there were no meeting minutes or that</p> <p>10 there was no record of the meeting. This corrects</p> <p>11 that response.</p> <p>12 MR. MUELLER: We will file that</p> <p>13 material --</p> <p>14 MS. EVANS: Do you want to mark that as</p> <p>15 an exhibit?</p> <p>16 MR. MUELLER: We only have one copy at</p> <p>17 this point.</p> <p>18 MS. PURCELL: We could mark it as an</p> <p>19 exhibit and provide copies later, or we could</p> <p>20 provide it as a supplement to one of several data</p> <p>21 responses that talk about the annual review meeting,</p> <p>22 in which case it would be automatically an exhibit,</p> <p>23 as part of that data response.</p> <p>24 MR. STETSON: We would appreciate having</p>	<p style="text-align: center;">313</p> <p>1 to your ERP since 1996?</p> <p>2 A. [LETOURNEAU] There hasn't been a</p> <p>3 substantial change to this plan that was filed for</p> <p>4 this particular -- this plan that's in the</p> <p>5 discovery.</p> <p>6 Q. Explain to --</p> <p>7 A. [MEISSNER] A correction: I think the</p> <p>8 current plan was actually extensively revised in</p> <p>9 2001, so this plan -- I think the original date of</p> <p>10 the plan is 2001 -- because I was involved and</p> <p>11 recall undergoing the review at that time, in 2001</p> <p>12 and 2002.</p> <p>13 Q. I'll redirect the question to you, then:</p> <p>14 Could you explain to the panel how you go about</p> <p>15 doing a substantial change, to get it incorporated</p> <p>16 into the book?</p> <p>17 A. [MEISSNER] At that time my role was in</p> <p>18 engineering, so I was involved in the review</p> <p>19 process. I wasn't really involved in the management</p> <p>20 approval of the process.</p> <p>21 But it was an extensive review that</p> <p>22 involved multiple departments in the company,</p> <p>23 including engineering. So there was a formal</p> <p>24 process involving people at the corporate office,</p>
<p style="text-align: center;">312</p> <p>1 the ability to take a look at that, if it's put on</p> <p>2 the record, as well.</p> <p>3 MS. EVANS: Why don't we mark it for</p> <p>4 identification purposes. That will be marked as</p> <p>5 Exhibit 8, Fitchburg 8, for identification purposes.</p> <p>6 It is an August 28th, 2008 letter from Mr. Frappier</p> <p>7 to the Secretary of the Department regarding the</p> <p>8 emergency restoration plan review. The exhibit</p> <p>9 consists of three pages, a cover page and a two-page</p> <p>10 annual emergency restoration plan review.</p> <p>11 (Exhibit FGE-8, marked for</p> <p>12 identification.)</p> <p>13 MS. EVANS: Let's make copies of this at</p> <p>14 the next break. Would that be sufficient for the</p> <p>15 AG's office?</p> <p>16 MR. STETSON: That would be fine, sure.</p> <p>17 MS. EVANS: So that's marked for</p> <p>18 identification purposes.</p> <p>19 At this point the Bench can continue</p> <p>20 questioning.</p> <p>21 CONTINUED BENCH EXAMINATION</p> <p>22 BY MR. NELSON:</p> <p>23 Q. This question goes to Mr. Letourneau. You</p> <p>24 mentioned that you haven't made a substantial change</p>	<p style="text-align: center;">314</p> <p>1 people at the local office. The whole plan was</p> <p>2 reviewed, and there was opportunity for us to have</p> <p>3 input and revisions to the plan and so forth.</p> <p>4 Since that time, the plan itself, based</p> <p>5 on my experience, hasn't changed extensively,</p> <p>6 although we've had in some cases, after storm</p> <p>7 reviews -- like if we have a major storm, there</p> <p>8 would be a post-storm review, and that review is the</p> <p>9 format or the mechanism by which the procedures and</p> <p>10 the process in the storm are evaluated.</p> <p>11 Q. If, say, the restoration coordinator wanted</p> <p>12 to add a position description to break out the</p> <p>13 responsibilities between the restoration coordinator</p> <p>14 and the restoration superintendent and define them,</p> <p>15 how would that take place and how would it become</p> <p>16 part of the ERP?</p> <p>17 A. [MEISSNER] That would take place between</p> <p>18 the director of electric operations and the manager</p> <p>19 of operations locally.</p> <p>20 Q. Would the communications coordinator or the</p> <p>21 logistics coordinator have any input?</p> <p>22 A. [MEISSNER] Again, I'd have to defer to the</p> <p>23 gentlemen involved during the changes to the plan.</p> <p>24 A. [LETOURNEAU] It would. I mean, it would,</p>

<p style="text-align: right;">315</p> <p>1 depending on what the nature of the change was. If 2 the nature of the change was primarily under -- 3 having to do with the emergency response 4 coordinator's role, then there may not be an 5 opportunity -- or there may not be a reason for them 6 to be involved in the change.</p> <p>7 Q. Can I direct you to Section 4 of the ERP, 8 which is the description of functions. At the same 9 time, I'd reference your emergency restoration plan 10 function chart, Figure 1. It's Page -- FGE, Page 13 11 and 22.</p> <p>12 A. [LETOURNEAU] I have it.</p> <p>13 Q. Could you explain to me why the key 14 functions as you've described, the communications 15 coordinator, the emergency restoration manager, and 16 the logistics coordinator, are not described in this 17 manual, in this section?</p> <p>18 A. [LETOURNEAU] Which section are you 19 referring to, please?</p> <p>20 Q. Section 4. There's no position 21 descriptions for them.</p> <p>22 A. [LETOURNEAU] Section 4.04 describes the 23 restoration coordinator position.</p> <p>24 Q. But that's not the question that I asked.</p>	<p style="text-align: right;">317</p> <p>1 under the emergency restoration manager, whereas 2 this plan is really spelling out -- is the local 3 operational plan.</p> <p>4 Even the new plan as we envision it is 5 going to have several layers. There's going to be 6 an operational level, a tactical level, and a 7 strategic level. I think the tactical level in the 8 new plan is going to be better documented than it 9 was in this plan. But this plan was really, I 10 think, intended to be the operational-level plan, 11 which is the local plan.</p> <p>12 Q. How does the corporate communications -- on 13 Page 13, how does the corporate communications, 14 Utilit Service Corporation fit into the picture for 15 FG&E?</p> <p>16 A. [GANTZ] I can speak to that. When an 17 event occurs, the initial responsibility for 18 assessing, for responding to local media, for 19 responding to communications needs will rest with 20 the local DOC personnel, as Mr. Letourneau described 21 earlier.</p> <p>22 When an event becomes sufficiently 23 significant to involve more extensive media 24 activities or a more extended duration, at that</p>
<p style="text-align: right;">316</p> <p>1 It's the emergency restoration manager and the 2 logistics coordinator. Let's just start with the 3 emergency restoration manager first.</p> <p>4 A. [LETOURNEAU] Page 28 has the description 5 of the responsibilities for the logistics 6 coordinator, 4.06.01.</p> <p>7 Q. Okay. What about the emergency restoration 8 manager?</p> <p>9 A. [LETOURNEAU] Oh, the restoration manager.</p> <p>10 Q. Right.</p> <p>11 A. [LETOURNEAU] Sorry. I thought you meant 12 coordinator.</p> <p>13 I do not believe it contains it. I 14 don't know exactly the reason why it's not in here. 15 What their responsibilities would be, would be 16 essentially the coordinator of the three major 17 functions that are reporting to them in an emergency 18 event: logistics, emergency response, and the 19 communications.</p> <p>20 A. [MEISSNER] I suspect the reason it's not 21 in the plan is because the plans themselves are 22 essentially operational plans at the local level, 23 and then there's, again, a centralized aspect to the 24 response as well. And the centralized aspect is</p>	<p style="text-align: right;">318</p> <p>1 point corporate communication will become involved 2 in the process. And what we've done historically 3 is, when an event reaches a certain level, we take 4 over media communications. We take on the 5 responsibility of issuing the public service 6 advisories, both prestorm and then during the storm 7 event, and procedures that we have at corporate 8 communications.</p> <p>9 So that's the process for engaging 10 corporate communications at a point in time when an 11 event becomes, you know, sufficient to require those 12 resources. And that generally -- we've had some 13 procedures that we've had in place over time where 14 there would be a communication between the local 15 communication coordinator and corporate 16 communications, and there would be a handoff of 17 those communication responsibilities.</p> <p>18 Q. Who filled that position during the recent 19 storm?</p> <p>20 A. [GANTZ] Corporate communications was under 21 my direct supervision. I was directly involved. I 22 had an individual that was also responsible for 23 helping to coordinate media activities, handling the 24 issuance of the PSAs; and in addition, during the</p>

<p style="text-align: right;">319</p> <p>1 course of this event, brought into the</p> <p>2 communications activities and the support activities</p> <p>3 a number of personnel from the business services</p> <p>4 group. Business services also reports to me.</p> <p>5 Q. Who was the primary or backup for that</p> <p>6 position throughout the storm?</p> <p>7 A. [GANTZ] I'm not looking at the chart.</p> <p>8 Which position are you referring to?</p> <p>9 Q. The corporate communications, Unitil</p> <p>10 Service Corporation box, Page 13.</p> <p>11 A. [GANTZ] I see. That would have been me.</p> <p>12 And the backup would have been Stephanie Schuyler.</p> <p>13 Q. You were a busy person, then.</p> <p>14 A. [GANTZ] Yes.</p> <p>15 Q. From the corporate communications block,</p> <p>16 you also were involved with communications on the</p> <p>17 local level.</p> <p>18 A. [GANTZ] Yes.</p> <p>19 Q. And then you went out and you did the</p> <p>20 municipal field coordinator position as well?</p> <p>21 A. [GANTZ] I assisted wherever we identified</p> <p>22 a communication need.</p> <p>23 Q. And who covered the communications for the</p> <p>24 corporate --</p>	<p style="text-align: right;">321</p> <p>1 communications takes over from the local</p> <p>2 communications folks. During winter storm 2008,</p> <p>3 when was that point in time?</p> <p>4 A. [GANTZ] When we issued the prestorm</p> <p>5 advisory notice, which was on Thursday, I think, at</p> <p>6 around 1:00 o'clock or 1:30.</p> <p>7 Q. And that is when your office took over that</p> <p>8 communications function?</p> <p>9 A. [GANTZ] Yes.</p> <p>10 Q. Thank you.</p> <p>11 BY MR. NELSON:</p> <p>12 Q. On the placement of a person at the local</p> <p>13 EOCs, that we discussed previously, both yesterday</p> <p>14 and today, why was there such a significant delay</p> <p>15 between placing somebody there at the very beginning</p> <p>16 versus waiting almost a week to put them in there as</p> <p>17 a full-time position?</p> <p>18 A. [GANTZ] I can speak to that, although, as</p> <p>19 I think is clear from the development of the plan</p> <p>20 and the discussions previously, the primary</p> <p>21 responsibility for the restoration plan and activity</p> <p>22 at the local level starts with the local operating</p> <p>23 personnel that are involved.</p> <p>24 But in this case the scope and scale of</p>
<p style="text-align: right;">320</p> <p>1 A. [GANTZ] Stephanie Schuyler --</p> <p>2 Q. -- for the three separate regions, so it</p> <p>3 was a uniform answer?</p> <p>4 A. [GANTZ] We didn't have separate corporate</p> <p>5 communications individuals in each of the three</p> <p>6 DOCs. We have a centralized corporate</p> <p>7 communications function. So during the course of</p> <p>8 this event, the primary responsibility for corporate</p> <p>9 communications from the standpoint of issuing the</p> <p>10 PSAs, handling media inquiries, would have been</p> <p>11 between me and Stephanie Schuyler. We also had two</p> <p>12 other individuals in the communications group that</p> <p>13 supported our activities.</p> <p>14 Q. What other functions did Stephanie fulfill</p> <p>15 during the form?</p> <p>16 A. [GANTZ] She -- essentially no other -- she</p> <p>17 had no other responsibilities during the storm</p> <p>18 except dealing with communications.</p> <p>19 Q. Any specific titles there, or just --</p> <p>20 A. [GANTZ] Her title is public relations</p> <p>21 executive.</p> <p>22 BY MS. EVANS:</p> <p>23 Q. One quick question: You stated that at</p> <p>24 some point in a large event like this, corporate</p>	<p style="text-align: right;">322</p> <p>1 the event as it occurred in all three of our</p> <p>2 distribution operating companies was beyond anything</p> <p>3 that our personnel, either locally or at the</p> <p>4 corporate level, had ever experienced before. There</p> <p>5 was a great deal of work to do at all levels and all</p> <p>6 functions, in all functions as described in the</p> <p>7 plan. So decisions had to be made as to the best</p> <p>8 utilization of the resources that we had available,</p> <p>9 both internal resources as well as, discussed</p> <p>10 earlier, the inside crews.</p> <p>11 So we dealt with a very difficult and</p> <p>12 evolving situation by deploying resources in the way</p> <p>13 that we thought was best to respond to the needs of</p> <p>14 the system and of the individual operating companies</p> <p>15 as best we could. We did not have available</p> <p>16 personnel to be able to go to and participate on a</p> <p>17 full-time basis at the community EOCs during this</p> <p>18 event. Everybody was busy. Everybody was doing</p> <p>19 their best. Everybody was working as hard as they</p> <p>20 could to fulfill all the functions and to fulfill</p> <p>21 the requirements.</p> <p>22 Placing an individual in a municipal EOC</p> <p>23 at that point in time, early in the storm, did not</p> <p>24 seem to be the best choice about utilizing the</p>

<p style="text-align: center;">323</p> <p>1 resources that we had available. As the event 2 continued, as we made significant progress in New 3 Hampshire, it allowed us to redeploy some resources, 4 some personnel down to Fitchburg. Obviously, at the 5 same time, the demands for communication were 6 accelerating. We reprioritized the resources that 7 we had to try and address those requirements. So 8 that resulted in our decision later in the week to 9 be able to deploy individuals on a full-time basis 10 in the two municipal EOCs.</p> <p>11 A. [MEISSNER] One thing I can add is: I 12 think during the very initial stages of the storm, 13 especially when the transmission was out, I think it 14 was clear that all the operational personnel focused 15 essentially on restoration. That was the decision 16 that was made. There was a sense of, you know, 17 trying to get the transmission restored as quickly 18 as possible. And I think it was clear that that 19 took priority over some of the other functions. 20 Everybody was focused in the first 24 hours or more 21 on trying to get transmission back and trying to get 22 as much of the rest of the process started, 23 expecting a prolonged response. 24 I think by Saturday it was understood</p>	<p style="text-align: center;">325</p> <p>1 number, or is that a cable number, that comes 2 through the cable?</p> <p>3 A. [MEISSNER] I'd have to defer that question 4 to Mr. Lambert.</p> <p>5 A. [LAMBERT] I could speak to that. In the 6 generation of the list of the life-support 7 customers, all telephone numbers that are available 8 with the customer, which could include the land line 9 for the customer and a cell phone number, if 10 available, are provided in the list.</p> <p>11 That is also -- all telephone numbers 12 that are also associated with a customer's account 13 in our billing system, those are also provided 14 through our outage IVR system that tracks the 15 tickets, the outage tickets. So once a life-support 16 customer is flagged -- it's flagged in red on the 17 screen for the customer-service representatives -- 18 they'll be able to cross-reference that with any 19 lists that they have, but also see any number that 20 was provided, any telephone number.</p> <p>21 Q. On the plan -- in the response, I believe 22 it's AG-5-127, relative to the plan -- supplemental 23 response. It has to do with NIMS. 24 Is there a manual, operating manual, for</p>
<p style="text-align: center;">324</p> <p>1 that there needed to be communication with municipal 2 EOCs and so forth. In some cases it was difficult 3 to have communication at any time before that. It 4 was difficult to even get into those towns.</p> <p>5 But one point I wanted to make is, there 6 was communication with the Towns at all -- I mean, 7 it didn't wait a week, and there was no 8 communication in between. We didn't embed 9 personnel, but I think all of us were at the Town 10 EOCs at one time or another. There were people 11 attending regular EOC meetings in Fitchburg starting 12 on Saturday. There were people communicating with 13 Lunenberg. We had people communicating with Ashby. 14 They may not have been embedded, but at all stages 15 of the storm, there was communication -- except for, 16 perhaps, the first 24 hours. I think that that was 17 a period of time when everybody focused exclusively 18 on restoration.</p> <p>19 Q. As part of your emergency response plan you 20 have life-support customers.</p> <p>21 A. [MEISSNER] Yes.</p> <p>22 Q. One of the questions that I have is: You 23 have a phone number, a contact number to call them. 24 Is that the analog number, is that the cell phone</p>	<p style="text-align: center;">326</p> <p>1 practices associated with the NIMS?</p> <p>2 A. [FRANCAZIO] There is. There's quite a bit 3 of information on NIMS. There are training programs 4 that are online. There are regular classes that 5 Homeland Security actually provides. Plus, there's 6 a manual that gives you a general guideline of how 7 NIMS works.</p> <p>8 Again, it was designed for States and 9 Federal Government-type activities. It has all the 10 appropriate components. It would have to be 11 modified to really focus on utility-type activities. 12 But it has all the guidelines and all the 13 appropriate components of a successful restoration.</p> <p>14 Q. Seeing that you've submitted a snapshot of 15 it in that response, I'd like to do a record 16 request, for a copy of that.</p> <p>17 A. [FRANCAZIO] You can pull this down right 18 online.</p> <p>19 MS. EVANS: Then it wouldn't be part of 20 the record in this record. What document of NIMS do 21 you want? I'm ask Mr. Francazio: What document are 22 we talking about? Is it one manual?</p> <p>23 WITNESS FRANCAZIO: There is one manual, 24 which is the NIMS overview and protocol that is</p>

<p style="text-align: center;">327</p> <p>1 designated by Homeland Security. So that's the 2 manual.</p> <p>3 MS. EVANS: That will be Record Request 4 DPU-1.</p> <p>5 (Record Request DPU-1.)</p> <p>6 BY MR. PERLMUTTER:</p> <p>7 Q. I'm going to ask one final question on the 8 ERP. If you can turn to Page 41 of Volume 2 of the 9 February 23rd filing, which is FGE Exhibit 2, I 10 think. This question gets to how revisions to the 11 ERP get reviewed, discussed, and approved.</p> <p>12 This revision took place on August 28th, 13 2008, which I think is the same day that the 14 restoration committee met. Is that a coincidence?</p> <p>15 A. [LETOURNEAU] A day later.</p> <p>16 Q. A day later. So is it your understanding 17 that this revision came about as a result of the 18 committee's meeting?</p> <p>19 A. [LETOURNEAU] Yes. My understanding from 20 Mr. Frappier is that if the date was changed on this 21 page, something on this page changed either during 22 the year or as a result of the review. Mr. Frappier 23 is telling me that it was a contractor phone number 24 on this page that changed.</p>	<p style="text-align: center;">329</p> <p>1 exceed what I would consider to be something that's 2 under my authority, I would have to run by 3 Mr. Meissner and get his approval. For those that 4 are not, then I would approve the change for 5 Mr. Frappier, if I felt the change was in the best 6 interest of the plan.</p> <p>7 Q. If you could turn to Page 43 of the same 8 exhibit. Here the revision took place on December 9 8th of 2008. Do you know what was changed on this 10 page?</p> <p>11 A. [LETOURNEAU] May I confer with 12 Mr. Frappier?</p> <p>13 Q. Yes.</p> <p>14 A. [LETOURNEAU] This particular section, 15 Section 8, has four pages to it, and they're all 16 indicating that December 8th is the revision date. 17 And we expect that the changes were made to either 18 the directory of lodging or directory of restaurants 19 and that a number was changed in this particular 20 area.</p> <p>21 Q. But you don't know for sure?</p> <p>22 A. [LETOURNEAU] No, I do not. Again, what I 23 do know is that administrative changes are fine.</p> <p>24 Q. And so you're relying on, if a change was</p>
<p style="text-align: center;">328</p> <p>1 Q. I'm sorry if I've missed this, but 2 Mr. Frappier has the authority to make a change like 3 this and insert it into the ERP?</p> <p>4 A. [LETOURNEAU] Yes.</p> <p>5 Q. And he is expected to notify you?</p> <p>6 A. [LETOURNEAU] No, he is not expected to 7 notify me for an administrative change, such as a 8 phone number or the name of a contractor, or if he's 9 adding or removing --</p> <p>10 The administrative changes he has made, 11 they're under his purview. A more substantial 12 change would be something that -- that's the 13 expectation I set for him, as a manager. He has to 14 provide me -- he has to understand what the 15 expectations are under his responsibility. For 16 those areas that are outside that responsibility, he 17 will involve me. And the same is true with the 18 emergency response plan.</p> <p>19 Q. And if you get involved, who do you have 20 to -- who and under what circumstances do you need 21 to notify about changes in the ERP?</p> <p>22 A. [LETOURNEAU] Similar to the relationship I 23 have with Mr. Frappier: Mr. Meissner expects me to 24 perform my job, and for those items that would</p>	<p style="text-align: center;">330</p> <p>1 made and wasn't reported to you, that Mr. Frappier 2 made the determination it was administrative in 3 nature and was appropriate.</p> <p>4 A. [LETOURNEAU] In this particular case, 5 given this is lodging, this would fall under the 6 restoration or a logistics coordinator's 7 responsibility. The logistics coordinator may have 8 had a change that they wanted to make. That change 9 may have been something that would not involve 10 Mr. Frappier in this case. It's something that's 11 under their purview. That's their responsibility to 12 manage those sections of the plan, and they would 13 make it.</p> <p>14 The differing dates -- I explained a 15 little bit about this yesterday. This is a plan 16 that gets filed annually. The plan gets filed. We 17 have a hard copy of the plan that sits in the 18 operating center, but we have an electronic copy 19 that we consider a living document. So as changes 20 occur, somebody may go in, make a change, for 21 whatever the reason may be -- maybe a restaurant had 22 closed down, maybe a new restaurant came in. Any 23 areas of this plan that are administrative in 24 nature, the folks responsible for that would be</p>

<p style="text-align: center;">331</p> <p>1 authorized to go in and make a change.</p> <p>2 BY MR. NELSON:</p> <p>3 Q. Just so I understand who's responsible for</p> <p>4 the ultimate change: Is it the restoration</p> <p>5 coordinator, the communications coordinator and the</p> <p>6 logistics coordinator submit the changes to you, or</p> <p>7 do all three of them change whatever they want under</p> <p>8 their jurisdiction?</p> <p>9 A. [LETOURNEAU] Could you restate the three</p> <p>10 positions?</p> <p>11 Q. You've got the communications coordinator,</p> <p>12 the restoration coordinator, and the logistics</p> <p>13 coordinator. If they have changes underneath their</p> <p>14 sections of the manual, do they all operate</p> <p>15 independently for that section, or does it flow</p> <p>16 through one central point?</p> <p>17 A. [LETOURNEAU] These are three individuals</p> <p>18 that work in the same operating center. They would</p> <p>19 know what particular changes they would make --</p> <p>20 another piece of the plan that may affect another</p> <p>21 area of responsibility. It would be up to them to</p> <p>22 manage that. So they are responsible for their area</p> <p>23 of responsibility. If something in their plan is</p> <p>24 going to affect another area -- if somebody wanted</p>	<p style="text-align: center;">333</p> <p>1 A. [LETOURNEAU] That is correct.</p> <p>2 Q. When is the last time the company's</p> <p>3 employees, those involved in the emergency efforts,</p> <p>4 underwent training?</p> <p>5 A. [LETOURNEAU] I need to confer, please.</p> <p>6 MS. EVANS: Mr. Letourneau, if you could</p> <p>7 just state on the record who you were conferring</p> <p>8 with, please.</p> <p>9 WITNESS LETOURNEAU: Mr. Frappier and</p> <p>10 Mr. Dube. Mr. Frappier has had the job as the</p> <p>11 electric operations manager in Fitchburg for about a</p> <p>12 year, and prior to that, Mr. Dube had the job, same</p> <p>13 position.</p> <p>14 A. [LETOURNEAU] The training is done when a</p> <p>15 new employee is hired by Unitil, and they are</p> <p>16 expected to respond during an emergency event. We</p> <p>17 haven't had a new employee hired in Fitchburg or</p> <p>18 transferred into a new position which required</p> <p>19 training.</p> <p>20 Q. Sir, can you give me an example of what an</p> <p>21 employee in a position -- what that position would</p> <p>22 be that would require training?</p> <p>23 A. [LETOURNEAU] A crew guide. A gas employee</p> <p>24 may be employed as a crew guide. So the</p>
<p style="text-align: center;">332</p> <p>1 to add somebody from another part of the company to</p> <p>2 their plan, then they would have to confer with that</p> <p>3 particular manager before they could do that.</p> <p>4 A. [MEISSNER] Just so we're clear on what</p> <p>5 we're talking about: We're generally talking about</p> <p>6 updating phone numbers, keeping things of that</p> <p>7 nature up to date. I just want to make sure that's</p> <p>8 clear.</p> <p>9 BY MR. PERLMUTTER:</p> <p>10 Q. What I'm going to do is ask a record</p> <p>11 request, and that will be for all changes in the ERP</p> <p>12 on or after August 1st, 2008: Please identify the</p> <p>13 changes that were made, identify which person was</p> <p>14 authorized to make the changes, and identify who</p> <p>15 else in the company was informed before the changes</p> <p>16 were put into effect.</p> <p>17 MS. EVANS: That's Record Request DPU-2.</p> <p>18 (Record Request DPU-2.)</p> <p>19 Q. Now I'd like to move on to the company's</p> <p>20 training activities, emergency training activities.</p> <p>21 The company stated that as a result of the August</p> <p>22 27th meeting of the restoration committee, no</p> <p>23 further training requirements were identified; is</p> <p>24 that correct?</p>	<p style="text-align: center;">334</p> <p>1 requirements for that particular job would be</p> <p>2 someone who understands the topography and the</p> <p>3 geography but would require some training on what</p> <p>4 their job would be while being out with foreign</p> <p>5 crews on our system. They would be provided with,</p> <p>6 "Here's your expectations, here's the communication,</p> <p>7 here's what your responsibilities are during an</p> <p>8 event."</p> <p>9 Q. Do all Unitil employees -- I mean from the</p> <p>10 three service territories -- have storm</p> <p>11 responsibilities?</p> <p>12 A. [LETOURNEAU] Yes.</p> <p>13 Q. 100 percent of the employees do?</p> <p>14 A. [LETOURNEAU] In the three operating</p> <p>15 centers, yes. Every employee has a responsibility</p> <p>16 during an event.</p> <p>17 Q. So for an example, an administrative</p> <p>18 assistant, what would that person's storm</p> <p>19 responsibility be?</p> <p>20 A. [LETOURNEAU] That person could have</p> <p>21 multiple functions. They could be providing</p> <p>22 call-back coverage. A common thing that we do</p> <p>23 during an event is, we sort our trouble tickets that</p> <p>24 come out of the IVR. As we pick up a major circuit</p>

<p style="text-align: center;">335</p> <p>1 that may have 200 troubles on it, we would hand 2 those to an administrative assistant and say, 3 "Please call these customers and see if their lights 4 are on." That's a way for us to identify those 5 customers that may still have a service that's not 6 on at their house, et cetera. They could be 7 employed in logistics, providing support for getting 8 hotel rooms. They could be processing payroll and 9 processing other paperwork during an event. 10 Q. Did all employees perform storm 11 responsibilities during the recent storm? 12 A. [LETOURNEAU] At all three operating 13 centers, all employees were engaged in emergency 14 restoration except for, my understanding is, in the 15 gas operations in Fitchburg, there was a three-man 16 crew that was not engaged because they had some gas 17 issue that was going on. Except for those three, 18 that I was aware of, everyone else that was working 19 or called off of vacation or whatever was engaged in 20 emergency restoration. 21 Q. And how many employees does Unitil have 22 systemwide? 23 A. [LETOURNEAU] At the operating centers? 24 Q. The three operating centers combined. And</p>	<p style="text-align: center;">337</p> <p>1 that's come about. 2 A. [MEISSNER] One distinction I'd make is, 3 before this storm, the company had not in prior 4 storms engaged 100 percent of the employees in the 5 company. Ray's talking about 100 percent of the 6 employees in the operating centers. I would say a 7 majority were involved. Clearly, all the employees 8 at the operating centers were involved -- and then, 9 you know, engineering and related functions were all 10 involved. Areas such as accounting and finance had 11 not been historically involved in restoration. The 12 people that were involved in the restorations 13 typically had ongoing involvement in service 14 restoration at all times, and actually were 15 routinely called upon for damage assessments, 16 switching. Realistically, I think it was part of 17 their normal job. So the storm from that 18 perspective was a continuation of their normal 19 functions. 20 When we start talking about the training 21 requirements going forward, what we're talking about 22 is we're going to be training people who are not 23 normally doing those type of positions during the 24 storm. There's going to be accounting and finance</p>
<p style="text-align: center;">336</p> <p>1 it could be an approximate number. 2 A. [MEISSNER] Well, I mean, prior to the 3 acquisition of Northern Utilities -- which that had 4 been accomplished the week before. So if we exclude 5 that, the company as a whole had roughly 300 6 employees. 7 A. [LETOURNEAU] That is the entire company -- 8 not just the operating centers, but also the 9 corporate, et cetera. 10 Q. How do the three operating centers split 11 up, approximately? 12 A. [MEISSNER] There's close to 70 positions 13 in Fitchburg, 30 in Concord, and 36 in Seacoast. 14 Q. And the rest were for corporate. 15 A. [MEISSNER] Yes. And corporate includes, 16 obviously, the call center, the customer-service 17 center. 18 Q. Is part of corporate. 19 A. [MEISSNER] Yes. 20 Q. So the company does no periodic training of 21 employees to make sure they fully understand their 22 responsibilities under the plan and to ensure that 23 the coordinators fully understand their 24 responsibilities and have kept abreast of anything</p>	<p style="text-align: center;">338</p> <p>1 people. We're going to find out what those people 2 are capable of doing in a storm, and those people 3 will have to be trained. As part of that, I do 4 believe we'll be formalizing training for all 5 employees. 6 But clearly, to train engineers in 7 damage assessment -- you know, all the engineers 8 know what they're doing in that regard, so.... 9 Q. So to make sure I understand: This was the 10 first storm where all Unitil employees were 11 activated for storm duties? 12 A. [MEISSNER] Yes. We had not prior to this 13 activated employees in some of those corporate 14 functions. 15 Q. Did you do that once you understood the 16 severity of the storm, or is this a decision that 17 had been made previous to that? 18 A. [MEISSNER] Once the situation happened, it 19 was clear that we needed more resources. We were 20 meeting with the local people, trying to understand 21 what they needed, and we were trying to get as many 22 resources as we could. 23 Q. So for the purposes of this storm, there 24 were some people who performed storm</p>

<p style="text-align: right;">339</p> <p>1 responsibilities that had not been trained in those</p> <p>2 responsibilities previously?</p> <p>3 A. [MEISSNER] That would be correct. But, I</p> <p>4 mean, just to understand, we didn't have those</p> <p>5 people doing, you know, things in the field or</p> <p>6 things that involved safety. I mean, it was</p> <p>7 commensurate with their skills as an employee.</p> <p>8 BY MR. NELSON:</p> <p>9 Q. On your corporate, I'm not clear as to the</p> <p>10 percentage or numbers of corporate that were brought</p> <p>11 over to support the operating centers during the</p> <p>12 winter storm.</p> <p>13 A. [MEISSNER] I can speak in maybe round</p> <p>14 numbers, as long as we're not getting too exact.</p> <p>15 Corporately, there's probably roughly 150 corporate</p> <p>16 employees, perhaps. I would say approximately a</p> <p>17 third of those are in the call center. So right off</p> <p>18 the bat, those employees are engaged in terms of the</p> <p>19 call center. Then we've got another perhaps 25 or</p> <p>20 so that are engineering, so engineering was cleaned</p> <p>21 out immediately and engaged in the restoration. And</p> <p>22 then there's some additional related corporate</p> <p>23 functions in such areas as, you know, purchasing,</p> <p>24 procurement, operations support functions. Those</p>	<p style="text-align: right;">341</p> <p>1 for those people normally participating in storms.</p> <p>2 We had not activated as many employees</p> <p>3 as we did during this storm. You know, I think in</p> <p>4 prior storms we always had more than adequate</p> <p>5 resources to bear.</p> <p>6 Q. I know there's information on the record</p> <p>7 that the ERP was activated previously, in February</p> <p>8 of 2008. Does that sound accurate?</p> <p>9 A. [LETOURNEAU] February 12th, I believe.</p> <p>10 Q. And before then, when was it activated?</p> <p>11 A. [LETOURNEAU] I do not know the answer to</p> <p>12 that.</p> <p>13 Q. Do you think it was activated at all in</p> <p>14 2007?</p> <p>15 A. [LETOURNEAU] Yes.</p> <p>16 Q. And do you think it was activated more than</p> <p>17 once in 2007?</p> <p>18 A. [LETOURNEAU] At least once. I'm not sure</p> <p>19 if it was more than that.</p> <p>20 Q. If you could turn to the company's response</p> <p>21 to DPU-2-31.</p> <p>22 A. [LETOURNEAU] I have it.</p> <p>23 Q. In this question the Department referred to</p> <p>24 some directions or encouragements we gave in our</p>
<p style="text-align: right;">340</p> <p>1 were all engaged.</p> <p>2 So it's possible that we're talking</p> <p>3 about 50 to 75 corporate people that were not</p> <p>4 normally involved in restoration, in such areas as</p> <p>5 finance, accounting, and regulatory, HR, those types</p> <p>6 of areas.</p> <p>7 Q. Was that 50 to 75 that were not involved</p> <p>8 with the storm at all, or 50 to 75 in addition to</p> <p>9 the service center that came over?</p> <p>10 A. [MEISSNER] That were not involved in prior</p> <p>11 storms who then, many of them became involved in</p> <p>12 this storm, in whatever capacity they could.</p> <p>13 BY MR. PERLMUTTER:</p> <p>14 Q. And why did the company think it not</p> <p>15 necessary to do annual training for something as</p> <p>16 important as responding to an emergency situation</p> <p>17 like this?</p> <p>18 A. [MEISSNER] Well, you know, it may not be a</p> <p>19 good reason, but I think simply our success in</p> <p>20 responding to past storms with the available</p> <p>21 personnel that we had. I think the people that have</p> <p>22 been engaged in storms in all prior storms</p> <p>23 understood their responsibilities very well. So I</p> <p>24 don't think that training was felt to be a concern</p>	<p style="text-align: right;">342</p> <p>1 91-228 order. In that order we strongly encouraged</p> <p>2 the electric companies to incorporate emergency</p> <p>3 drills and simulations in emergency plans. In the</p> <p>4 company's response it says that "Although Fitchburg</p> <p>5 has not conducted formal drills or simulations, each</p> <p>6 significant outage or actual weather emergency</p> <p>7 provides an opportunity for Fitchburg to test the</p> <p>8 ERP."</p> <p>9 In terms of the last couple of years,</p> <p>10 you're really talking about the February 12th date</p> <p>11 and maybe one date during 2007 from the company's</p> <p>12 perspective provided sufficient opportunity to test</p> <p>13 the plan?</p> <p>14 A. [LETOURNEAU] Yes.</p> <p>15 Q. Mr. Letourneau, have you been privy to</p> <p>16 discussions inside the company about how the company</p> <p>17 would respond to an outage that occurred in a winter</p> <p>18 storm that affects all three service centers and it</p> <p>19 affects initially 100 percent or a large portion of</p> <p>20 customers? Again, have you been part of discussions</p> <p>21 within the company about the robustness of the plan</p> <p>22 and the company's ability to implement the plan to</p> <p>23 sufficiently respond to that type of event?</p> <p>24 A. [LETOURNEAU] Have I been involved in</p>

<p style="text-align: center;">343</p> <p>1 conversations about the robustness of the plan?</p> <p>2 Q. In terms --</p> <p>3 A. [LETOURNEAU] I would say yes. I've had</p> <p>4 conversations with all three of the restoration</p> <p>5 coordinators.</p> <p>6 Again, the plan itself has been in place</p> <p>7 since 2001. We've had good success with this plan.</p> <p>8 We've had several significant events in the</p> <p>9 Fitchburg territory, that this plan has proved to be</p> <p>10 very valuable to us. We've executed it. We've</p> <p>11 performed well with this plan.</p> <p>12 I think what we've learned out of the</p> <p>13 2008 event is, we never envisioned a storm, and</p> <p>14 we've never had a storm, that has engaged all three</p> <p>15 operating centers simultaneously, and we've never</p> <p>16 envisioned a storm that would cause the amount of</p> <p>17 damage that this particular storm caused to all</p> <p>18 three operating centers.</p> <p>19 As I said earlier regarding mutual aid,</p> <p>20 Unitil has had numerous amount of storms in each of</p> <p>21 the operating centers that we've handled fine. We</p> <p>22 have never sought mutual aid since I have been here.</p> <p>23 Again, that's a 14-year period.</p> <p>24 But we have handled these storms with</p>	<p style="text-align: center;">345</p> <p>1 the conference calls. We talk about rewriting our</p> <p>2 ERP to have a global ERP. Right now we have three</p> <p>3 individual ERPs; we want to have one ERP. We</p> <p>4 brought on Mr. Francazio to assist us with that.</p> <p>5 This will now be -- you know, this storm</p> <p>6 will now be the benchmark for us, and we will have a</p> <p>7 plan that, based upon the experience that we had in</p> <p>8 this storm, that needs to address those specific</p> <p>9 areas.</p> <p>10 Q. Turning to the 1996 storm for a second:</p> <p>11 Which service centers did that storm affect?</p> <p>12 A. [LETOURNEAU] Fitchburg, predominantly</p> <p>13 Fitchburg. I had been with the company for about</p> <p>14 six months when the '96 storm came. I had no</p> <p>15 responsibility for Fitchburg. I had responsibility</p> <p>16 for the Seacoast operating center. We did</p> <p>17 experience troubles in the Seacoast operating</p> <p>18 center, but not as significant as Fitchburg.</p> <p>19 A. [MEISSNER] May I add one clarification as</p> <p>20 well? As I was thinking after you asked the</p> <p>21 question, you also asked how many times we've</p> <p>22 activated the plan. I want to point out, that's</p> <p>23 only talking about the Fitchburg plan. In fact,</p> <p>24 we'd had events in our other operations centers over</p>
<p style="text-align: center;">344</p> <p>1 our own internal resources, our in-house crews.</p> <p>2 We've been able to move resources from one location</p> <p>3 to another. We've relied on that. That plan was</p> <p>4 based upon the worst storm that we've ever had, what</p> <p>5 was our 1996 experience. That was our benchmark</p> <p>6 storm.</p> <p>7 So we got into this event, and this</p> <p>8 event far exceeded anything that Unitil ever</p> <p>9 envisioned for a storm. For all intents and</p> <p>10 purposes, parts of this plan became not very</p> <p>11 meaningful to us in this event because we had to</p> <p>12 improvise. We had to improvise everywhere. Every</p> <p>13 piece of our plan became just -- since you didn't</p> <p>14 plan for it, you had to react to it. We had to</p> <p>15 engage our various people. We had to use our</p> <p>16 engineers to do more than just provide technical</p> <p>17 assistance. They were doing other things. We had</p> <p>18 to use our corporate office folks. We had to have</p> <p>19 people going up to the call center and answering the</p> <p>20 phones. There were lots of things that had</p> <p>21 occurred. Out of that came, again, our self-</p> <p>22 assessment.</p> <p>23 As you see in the self-assessment, in</p> <p>24 this 2-31, we talk about mock drills and preparing</p>	<p style="text-align: center;">346</p> <p>1 the last few years as well. As I was sitting here,</p> <p>2 I was thinking about the hailstorm we had, and there</p> <p>3 was some straight-line wind shear that hit.</p> <p>4 So there's actually been multiple</p> <p>5 activations of plans around our system, and the same</p> <p>6 people tend to be engaged in those. Those two are</p> <p>7 the only ones specific to Fitchburg at that time.</p> <p>8 In fact, Fitchburg folks may have been helping out</p> <p>9 in the other locations in those other events. They</p> <p>10 would have sent crews and supervisory personnel to</p> <p>11 those other locations.</p> <p>12 So I want to clarify that there's been</p> <p>13 more activations than that.</p> <p>14 Q. Turning back to Mr. Letourneau: Have you</p> <p>15 ever been asked by any of your supervisors how the</p> <p>16 company would be able to respond to a widespread</p> <p>17 outage that affects the three service centers and</p> <p>18 had a significant number of outages?</p> <p>19 A. [LETOURNEAU] No. The emergency</p> <p>20 restoration plan we had envisioned the worst-case</p> <p>21 scenario that we have ever seen. That's what our</p> <p>22 experience was based upon. Mr. Francazio spoke</p> <p>23 yesterday about experience being a key factor.</p> <p>24 Until you experience these types of events, you</p>

<p style="text-align: center;">347</p> <p>1 cannot plan for them, until you experience them. 2 Until you see the devastation, until you see 300 3 broken poles and an inch of ice, there's nothing in 4 your mind, from your experience, from your 5 background, to suggest that you have to modify your 6 plan to meet such a scenario. 7 We have now seen that. We have now 8 seen, again, three of our operating centers totally 9 engaged in emergency response and emergency 10 restoration. That was a new experience for us. 11 Q. Let me ask: If you had been asked by one 12 of your supervisors, based on your expertise, 13 professional experience, how the company would be 14 able to respond to a widespread outage -- three 15 significant centers, significant outages -- how 16 would you have responded? 17 A. [LETOURNEAU] That we are a member of the 18 New England Mutual Aid Group; that as the weather 19 was moving into our region, I would execute our 20 plan. I would begin the process of performing our 21 damage assessment, looking at what we had for 22 resources. I would be on the phone with the mutual 23 aid group, looking for assistance -- again, provided 24 we didn't have enough internal resources. That's</p>	<p style="text-align: center;">349</p> <p>1 scenario. I'd tell him, "I don't think that could 2 occur, Tom. I don't know if all of New England and 3 beyond that" -- that that would be my experience 4 with it. We have never seen that before. 5 Q. Mr. Meissner, let me turn to you and ask 6 similar questions. To whom do you report in the 7 company? 8 A. [MEISSNER] I report to the CEO, Bob 9 Schoenberger. 10 Q. And has Mr. Schoenberger asked you whether 11 the company is sufficiently prepared to respond to a 12 storm of this magnitude -- all three service centers 13 with significant outages in the service centers and 14 to expand somewhat throughout New England? 15 A. [MEISSNER] He may not have asked in that 16 way or to that level of specificity. He asked more 17 generally about the status of our preparations and 18 so forth and is trying to understand -- I think he's 19 trying to read how confident I am and how 20 comfortable I am in our level of planning. 21 Q. And how did you respond? 22 A. [MEISSNER] I'd always been very confident 23 in our level of planning before this storm, very 24 confident.</p>
<p style="text-align: center;">348</p> <p>1 what we did. That's what we did in this storm. We 2 did exactly the same process. 3 A. [MEISSNER] May I add? 4 Q. One more question -- I have a few questions 5 for you, Mr. Meissner, next. 6 But if you were asked, "Do you think the 7 ERP and the company's preparation in implementing it 8 is up to the task of responding in a reasonable 9 manner to that type of storm," would you have 10 expressed confidence that, yes -- or might you have 11 said, "I can't tell you that because we haven't 12 experienced it"? 13 A. [LETOURNEAU] I would have responded with 14 the caveat that I would need to know more detail: 15 Who would be available for logistical support? I 16 would need to know more detail. 17 This particular storm had the unique -- 18 I believe unique -- circumstance that prevented us 19 from getting mutual aid. We have a mutual-aid 20 group. What are the chances that all of New England 21 would be engaged in an ice storm? If that was the 22 scenario that Mr. Meissner, who was my supervisor -- 23 if he said, "What would you do if there were no 24 mutual aid," I'd tell him that was a very unlikely</p>	<p style="text-align: center;">350</p> <p>1 One of the things I wanted to add just a 2 minute ago is: You know, all of us have worked in 3 storms going back 25 years -- Hurricane Gloria, Bob, 4 various events, and so forth. First of all, I think 5 this was something that, just in terms of the 6 damage, we had never experienced. I'm not sure that 7 I would have thought that possible. 8 But beyond that, a restoration event at 9 heart is a logistical challenge. I mean, that's 10 what it is: It's a logistical exercise. Before 11 this storm I would not have thought it possible to 12 have that many crews in that small an area. I mean, 13 I just would have thought it physically impossible 14 had I not seen it with my own eyes. I would never 15 have thought to plan a logistical plan to support 16 300 crews in four towns. I just wouldn't have 17 thought you could work crews safely in such a 18 confined area with so many people. 19 So, you know, for me -- before this, I 20 would have said it was impossible. 21 Q. During yesterday's testimony Mr. Francozio 22 discussed I think what you called a desktop 23 exercise. 24 A. [FRANCAZIO] Yes -- tabletop.</p>

<p style="text-align: right;">351</p> <p>1 Q. Tabletop. Not tanktop, tabletop. I</p> <p>2 understand that it is contingency planning. You</p> <p>3 sort of come up with a scenario and try and test the</p> <p>4 robustness of a company's ability to respond to it.</p> <p>5 Is that a fair characterization?</p> <p>6 A. [FRANCAZIO] Correct.</p> <p>7 Q. Did the company -- I'll start with you,</p> <p>8 Mr. Letourneau -- do any tabletop exercises like</p> <p>9 that?</p> <p>10 A. [LETOURNEAU] We have not.</p> <p>11 Q. Have you been involved in discussions about</p> <p>12 doing such -- before the storm about doing such</p> <p>13 exercises?</p> <p>14 A. [LETOURNEAU] We have not.</p> <p>15 Q. Mr. Meissner, have you ever thought about</p> <p>16 doing these types of exercises at the company?</p> <p>17 A. [MEISSNER] I have not, no.</p> <p>18 Q. Mr. Francozio, were you involved in these</p> <p>19 exercises in your previous job at National Grid?</p> <p>20 A. [FRANCAZIO] Yes, I was.</p> <p>21 Q. And could you explain the worst</p> <p>22 contingency, if that's fair -- the most severe</p> <p>23 contingency that you wanted to test your system for.</p> <p>24 A. [FRANCAZIO] One of the latest tabletop</p>	<p style="text-align: right;">353</p> <p>1 tactical level. The senior team knew that they were</p> <p>2 coming together for a discussion around a drill.</p> <p>3 They did not know what that drill entailed.</p> <p>4 Q. Do you consider that a useful exercise?</p> <p>5 A. [FRANCAZIO] Definitely.</p> <p>6 Q. The company would understand --</p> <p>7 A. [FRANCAZIO] There were a number of lessons</p> <p>8 learned that came out of that particular process,</p> <p>9 especially around roles and responsibilities.</p> <p>10 Now, by the same token, I have to say</p> <p>11 that we've recently had a tabletop drill with the</p> <p>12 senior team at Unitil, so we're already starting the</p> <p>13 process, plus the pandemic event also gave us an</p> <p>14 opportunity to test at least the crisis-response</p> <p>15 plan, and identified an incident commander as part</p> <p>16 of that process and understood exactly what the</p> <p>17 tactical people were going to be doing as well, what</p> <p>18 kind of information was going to flow.</p> <p>19 So I know I'm touching on a lot of</p> <p>20 pieces here. But, you know, the whole concept of</p> <p>21 governance, the whole concept of preparation --</p> <p>22 these are things that we will be focused on as part</p> <p>23 of going forward with the new processes.</p> <p>24 Q. Are you the incident commander?</p>
<p style="text-align: right;">352</p> <p>1 exercises was with the senior team, where we came up</p> <p>2 with a scenario, a terrorist scenario; at the same</p> <p>3 time, we were exploding quite a few of our</p> <p>4 substations, a number of gas tanks. It was a</p> <p>5 significant event throughout our service territory,</p> <p>6 and National Grid was targeted by a terrorist group</p> <p>7 to actually put the Northeast into the dark. So not</p> <p>8 only did we hit the transmission lines, the</p> <p>9 substations; we also hit the LNG sites. So it was a</p> <p>10 significant event.</p> <p>11 Q. And what did National Grid conclude about</p> <p>12 its ability to respond to this?</p> <p>13 A. [FRANCAZIO] This was right after the</p> <p>14 KeySpan merger. The senior team wanted to make sure</p> <p>15 that roles and responsibilities were clear in</p> <p>16 relation to that type of an event, that people knew</p> <p>17 what their specific -- what activities they'd have</p> <p>18 to perform during such an event, and who they would</p> <p>19 have to -- who were the appropriate people to</p> <p>20 outreach to within their organization at the</p> <p>21 tactical level, to ensure that they understood what</p> <p>22 that plan was all about.</p> <p>23 The drill was not announced, it was</p> <p>24 unannounced for the most part, especially at the</p>	<p style="text-align: right;">354</p> <p>1 A. [FRANCAZIO] I am not.</p> <p>2 Q. Did National Grid do tabletop exercises</p> <p>3 associated with storm events?</p> <p>4 A. [FRANCAZIO] We did.</p> <p>5 Q. What was the most significant storm events?</p> <p>6 A. [FRANCAZIO] Hurricanes were usually --</p> <p>7 hurricanes were the usual test. Not that we haven't</p> <p>8 done ice storms as well, but hurricanes along the</p> <p>9 Category 4, Category 5 hurricanes, that actually</p> <p>10 entered the Rhode Island region and up into the</p> <p>11 Massachusetts coast.</p> <p>12 Q. How often would you do these tabletop</p> <p>13 exercises at National Grid? Once a year, twice a</p> <p>14 year?</p> <p>15 A. [FRANCAZIO] There is a system drill that</p> <p>16 is done -- it's an active drill, where the whole</p> <p>17 system gets engaged once a year. That's done</p> <p>18 annually. And on an annual basis there will be a</p> <p>19 tabletop exercise done in each of the regions.</p> <p>20 Q. We're talking about National Grid still;</p> <p>21 right?</p> <p>22 A. [FRANCAZIO] National Grid. So twice</p> <p>23 annually we test the plans.</p> <p>24 Q. And turning back to -- maybe I'll ask</p>

<p style="text-align: center;">355</p> <p>1 Mr. Meissner: Do you know, did Unitil do any of 2 these tabletop-like exercises post-September 11, 3 2001 to test itself in terms of a terrorist-like 4 attack? 5 A. [MEISSNER] Not to my knowledge. 6 Q. Mr. Letourneau, do you know? 7 A. [MEISSNER] Not to my knowledge. 8 BY MS. EVANS: 9 Q. Did you do any of those tabletop-type 10 exercises prior to the winter storm 2008 to test in 11 a pandemic situation? 12 A. [MEISSNER] We have not conducted exercises 13 to test pandemic planning, no. 14 A. [GANTZ] If I could add, though: The 15 senior management team has had discussions about 16 potential pandemics in the past. We've had some 17 discussions, as Mr. Meissner indicated, about how 18 will we do, are we prepared for storms? 19 I think the distinction is, those 20 discussions are generally based upon, you know, the 21 experience of the senior management team, some 22 questions back and forth. In a sense, they're very 23 similar to what would happen in a tabletop exercise, 24 except they're not structured with a hypothetical</p>	<p style="text-align: center;">357</p> <p>1 accommodate such an event. That's the best answer I 2 can give you. 3 Q. And are you aware whether it's a widespread 4 practice in the utility business? 5 A. [FRANCAZIO] I know that other companies do 6 it. To what extent? I can't answer the question, 7 is it 100 percent? 8 Q. Do you know if NSTAR does it? Just based 9 on your experience in the business. 10 A. [FRANCAZIO] I know that NSTAR does have 11 drills, yes. 12 Q. And do you know, does Northeast Utilities 13 do it? 14 A. [FRANCAZIO] Northeast Utilities does have 15 drills, yes. 16 Q. Do you know if Niagara Mohawk did it before 17 your merger with that company? 18 A. [FRANCAZIO] Yes, they did do it. 19 Q. Do you know if KeySpan did it before your 20 merger with that company? 21 A. [FRANCAZIO] I believe they did gas 22 emergency drills as well as electric emergency 23 drills on Long Island. 24 Q. I'll ask Mr. Letourneau: Were you aware</p>
<p style="text-align: center;">356</p> <p>1 and with the procedure that Mr. Francazio is now 2 bringing to the table. 3 So we have had discussions about, you 4 know, what-ifs; but I think what we're very pleased 5 about is now having a structured, formal process 6 being brought in to provide the discipline to do 7 that on a regular basis and to address the different 8 contingencies that can happen that perhaps might not 9 be anticipated. 10 A. [MEISSNER] To add to what George said: A 11 tabletop exercise is really a scenario that you go 12 through as a scenario. In pandemic planning, we had 13 pandemic scenarios, so we identified likely 14 scenarios. We just did not go through the exercise 15 of working through the scenario as a tabletop 16 exercise. 17 BY MR. PERLMUTTER: 18 Q. Mr. Francazio, based on your experience, is 19 it somewhat a common practice in the utility 20 business to do these types of tabletop-scenario 21 exercises? And I could ask: Why is it that 22 National Grid did these? 23 A. [FRANCAZIO] Well, National Grid did it to 24 ensure that their plans were robust enough to</p>	<p style="text-align: center;">358</p> <p>1 that sort of your sister Massachusetts electric 2 distribution companies did these exercises? 3 A. [LETOURNEAU] I was not aware. 4 Q. Mr. Meissner, were you aware? 5 A. [MEISSNER] I was not generally aware, no. 6 MR. EPLER: May I address this issue 7 from a company-counsel perspective? 8 MS. EVANS: Are you going to testify, 9 Mr. Epler? 10 MR. EPLER: I'm not going to testify, 11 but I just want to draw the Department's attention 12 to the motion that the company made with respect to 13 the discovery and the other reports of the other 14 companies. 15 The concern that the company has is that 16 there are details in terms of the questions that are 17 being addressed to the company now in terms of what 18 level of these routines and these kind of exercises 19 are being undertaken by the companies. I would just 20 caution the Department as to whether or not you 21 could come to a conclusion based on these general 22 responses as opposed to having an opportunity to 23 review in more detail as to what actually occurs 24 with the other companies. That was the point that</p>

1 underscored our motion.

2 So I understand perfectly -- I mean,
3 clearly it is within the purview of the Department
4 to inquire in this way. I'm just pointing out that
5 there are details that are unavailable at this
6 point.

7 MS. EVANS: We note your concerns, and
8 we haven't ruled on your objection yet to
9 incorporating those other records by reference. We
10 note your concerns.

11 However, the questioning Mr. Perlmutter
12 has had has been for what is Mr. Francazio's
13 knowledge, personal knowledge. But to the extent
14 that we wander into territory that is -- information
15 that's contained in the other dockets that's not
16 information that Mr. Francazio had testified to
17 personally, we recognize that objection.

18 MR. EPLER: Thank you.

19 Q. If you could turn to the company's response
20 to DPU-2-30. I'll ask this to Mr. Letourneau. Here
21 we refer to Department directives in DPU 91-228, and
22 in that order we encourage companies to review their
23 emergency plans as well as the plans of other
24 companies within the region once a year, stating

1 that the free exchange of emergency information
2 should happen routinely between all interested
3 companies. And we asked if the company reviewed the
4 plans of the others, and you stated no, and
5 certainly not previous to the winter storm.

6 I will ask Mr. Letourneau: How come you
7 didn't review the emergency plans of the other
8 Massachusetts companies?

9 A. [LETOURNEAU] Every storm that we have
10 dealt with at Unitil we have managed with our own
11 emergency plan. As we stated earlier, since 2001 we
12 have not had any significant updates to our plan
13 because we believed -- and again, I think the
14 results have corroborated that -- our emergency
15 plans were good plans. We were prepared. We had a
16 worst-case scenario in mind. We developed a plan to
17 respond to that worst-case scenario.

18 Q. Mr. Meissner, would you get involved in the
19 decision to review other companies' emergency plans?

20 A. [MEISSNER] Normally I'm not directly
21 involved at that level of things. I mean, I had the
22 impression that we had tried to get other companies'
23 plans at different times and that they weren't
24 readily available, in terms of sharing.

1 Q. And what does that mean, you have the
2 impression?

3 A. [MEISSNER] I believe we asked for plans
4 and were not --

5 I don't think that the companies share
6 plans, I guess is what I'm saying, but I could be
7 wrong.

8 Q. During yesterday's questioning from the
9 Attorney General, maybe this morning's, there was
10 discussion about best practices.

11 A. [MEISSNER] Yes.

12 Q. Is the company satisfied that it made a
13 sufficient attempt to identify best practices with
14 regard to emergency planning that exist within
15 Massachusetts, within the region, and within the
16 country?

17 A. [MEISSNER] I guess it's hard to say that
18 there is a best practice in terms of a plan, because
19 a plan is a culmination of many things, many
20 processes, many technologies, many things fitting
21 together. Even today I don't think that anybody
22 could look at a particular utility's plan and say
23 that that plan represents a best-practice plan for
24 the industry. I don't think it really works like

1 that.

2 So, you know, we tend to look at best
3 practices more in pieces of plans. Outage
4 management would be an example. We've been heading
5 in the direction of having an outage-management
6 system. Our vision for that is to have a state-of-
7 the-art system that would represent best practice
8 within the industry.

9 So in terms of have we looked at a plan,
10 trying to identify a best-practice plan, I guess I'd
11 say no, because I don't really think of a plan that
12 way.

13 I do agree, though, that, you know, the
14 NIMS system as a protocol and as a system
15 increasingly appears to be the best practice that
16 utilities are heading toward, and so we are going to
17 adopt that.

18 Q. I'll ask Mr. Letourneau: If you knew that
19 the other Massachusetts companies were undertaking
20 some type of tabletop exercises, would that have
21 caused you to think whether Unitil should do the
22 same?

23 A. [LETOURNEAU] Yes, if I was aware that the
24 other utilities were engaged in tabletop exercises

<p style="text-align: center;">363</p> <p>1 and I became aware of that, I would have inquired 2 with the appropriate folks, often folks that I have 3 acquaintance with, and ask them why they were doing 4 that, what was the justification for it, and 5 consider it.</p> <p>6 Q. And Mr. Francazio, as the person who was 7 the emergency coordinator at National Grid, if 8 another company came to you and asked to discuss 9 your emergency plans or asked for a copy, would the 10 tabletop exercises have come up in that discussion?</p> <p>11 A. [FRANCAZIO] As part of the process.</p> <p>12 BY MR. NELSON:</p> <p>13 Q. Mr. Francazio, you mentioned yesterday, and 14 it's been discussed a couple of times today, about 15 selecting the incident commander.</p> <p>16 A. [FRANCAZIO] Yes.</p> <p>17 Q. Could you go through why it varies for 18 different events and who you select.</p> <p>19 A. [FRANCAZIO] An event can happen many ways. 20 It could escalate from the bottom up -- it just 21 keeps escalating, something is happening in the 22 field, and it could escalate off -- to someone could 23 start off as an incident commander, like a regional 24 manager, and as the event continues to escalate that</p>	<p style="text-align: center;">365</p> <p>1 the same. But the incident commander's role is 2 something that would be validated by the senior 3 members of the organization going forward if it's at 4 the system level. And again the question is around 5 how does the senior team get engaged and how do they 6 ensure they know what's going on? They have to be 7 part of that process under this system. I think 8 that adds that extra layer of -- we talked about 9 some sort of governance process around assuring 10 things are happening. That's another mechanism to 11 bring that into focus for the senior management.</p> <p>12 Does that answer your question?</p> <p>13 Q. Yes.</p> <p>14 MS. EVANS: Now we'll take a ten-minute 15 break. Thank you. Off the record.</p> <p>16 (Recess taken.)</p> <p>17 MS. EVANS: Let's go back on the record.</p> <p>18 The Department will continue cross-examination of 19 the company's panel of witnesses.</p> <p>20 BY MR. PERLMUTTER:</p> <p>21 Q. Good afternoon. I'd like to now talk a 22 little bit about the mobilization stage of the 23 storm. I guess I'll direct this to Mr. Letourneau: 24 From my perspective, the mobilization phase of the</p>
<p style="text-align: center;">364</p> <p>1 role could change.</p> <p>2 For events that we know are going to 3 impact a significant amount of the service 4 territory, as I said previously, there's going to be 5 a crisis response plan. The company would identify 6 an incident commander, and that person would then be 7 validated by the crisis response team. The crisis 8 response committee is the senior team within the 9 organization, chaired by Bob Schoenberger. That 10 would be for any type of crisis event. So if you 11 have a financial crisis event, he may well choose 12 the CFO to be the incident commander.</p> <p>13 So the beauty of NIMS and the beauty of 14 the incident command process is that that incident 15 commander directly reflects the type of event that's 16 occurring. For instance, the pandemic event that we 17 recently had, we had the vice-president of 18 administration in HR become the incident commander 19 for that type of event. So he then mobilized the 20 company around him with the same type of components. 21 It's still going to be logistics. It's still going 22 to be some planning. It's still going to be 23 somebody for the admin. and HR components of it.</p> <p>24 So the systems and the processes are all</p>	<p style="text-align: center;">366</p> <p>1 storm started with the weather forecast on December 2 10th, p.m. For this I'll ask you to refer to the 3 self-assessment report, which is Exhibit FGE-7, Page 4 18. There's a table, Table 2, titled Weather 5 Forecast Leading up to the 2008 Ice Storm. I know 6 we've discussed this earlier, before today.</p> <p>7 So the evening of December 10th, 4:19 8 p.m., was the first time that the company realized 9 it might be faced with a significant ice storm. Is 10 that fair to say?</p> <p>11 MR. NELSON: Self-assessment, Page 18.</p> <p>12 A. [LETOURNEAU] The first time that I 13 personally was made aware that there was an event 14 occurring was as a result of an email that I 15 received at approximately 3:00 p.m. on December 16 10th, from one of the companies in the membership of 17 NEMAG, Bangor Hydro Electric, which sent out an 18 email alerting all NEMAG participants that they 19 would like to hold a conference call at 8:30 a.m. on 20 December 11th to discuss the pending storm.</p> <p>21 MS. EVANS: Are you referring to a place 22 in the February 23rd report?</p> <p>23 WITNESS LETOURNEAU: Yes.</p> <p>24 MS. EVANS: Could you give us a</p>

<p style="text-align: right;">367</p> <p>1 reference.</p> <p>2 WITNESS LETOURNEAU: Page 45 of the</p> <p>3 Volume 1 report, the February 23rd report.</p> <p>4 Q. Referring back to the self-assessment</p> <p>5 report, on Page 18, understanding that you first</p> <p>6 learned about it in that email and then subsequent</p> <p>7 to that there was the weather report discussing ice</p> <p>8 accumulating between 1/2 and 1 inch, with</p> <p>9 dangerously higher amounts possible. On the bottom</p> <p>10 of Page 18, under B, Unitil Preparations, the</p> <p>11 company states that, "Based on these weather</p> <p>12 forecasts, Unitil began to make plans by placing its</p> <p>13 operations personnel on notice on the morning of</p> <p>14 December 11th that they may have to report to work</p> <p>15 later that evening."</p> <p>16 What exactly does that mean? How many</p> <p>17 personnel? Are these corporate persons we're</p> <p>18 talking about, persons within the service operating</p> <p>19 centers?</p> <p>20 A. [LETOURNEAU] These are personnel located</p> <p>21 within the operating centers.</p> <p>22 Q. And how many of them would there be that</p> <p>23 were put on notice?</p> <p>24 A. [LETOURNEAU] All of them, so approximately</p>	<p style="text-align: right;">369</p> <p>1 A. [LETOURNEAU] Could you summarize what</p> <p>2 those three steps are?</p> <p>3 Q. You informed the operations personnel to</p> <p>4 come to work the morning of the 11th; you informed</p> <p>5 your contractor crews that right of first refusal</p> <p>6 would be enacted --</p> <p>7 A. [LETOURNEAU] Yes.</p> <p>8 Q. -- and you informed your tree crews that</p> <p>9 they'd be required to -- to be prepared to double</p> <p>10 their resources.</p> <p>11 A. [LETOURNEAU] Yes. In addition to that</p> <p>12 there was communication internally to other folks at</p> <p>13 Unitil that we were beginning these preparations.</p> <p>14 And what that means to them is they have their own</p> <p>15 plans. Mr. Lambert at the call center would see</p> <p>16 that email and say, "It looks like there's an event</p> <p>17 coming." He would have his own internal plans --</p> <p>18 there are parts of preplanning that he does. On the</p> <p>19 gas side of the business, they may know there's a</p> <p>20 storm coming, that folks may be deployed out of the</p> <p>21 gas division, that maybe if there's again -- again,</p> <p>22 just for planning purposes, that we may need their</p> <p>23 folks engaged in restoration.</p> <p>24 So there's other folks, other than just</p>
<p style="text-align: right;">368</p> <p>1 150 employees.</p> <p>2 Q. Now, again, we discussed that prior to this</p> <p>3 storm you had not activated all employees for</p> <p>4 storm -- for performing storm responsibilities.</p> <p>5 Were some of these 150 going to be doing storm-type</p> <p>6 stuff for the first time?</p> <p>7 A. [LETOURNEAU] If I may clarify: When we</p> <p>8 said that we didn't activate some of these people, I</p> <p>9 think we were referring to those in the corporate</p> <p>10 office.</p> <p>11 Q. So you've always relied upon the employees</p> <p>12 within the service centers.</p> <p>13 A. [LETOURNEAU] Correct.</p> <p>14 Q. And a second thing you've done, which was</p> <p>15 discussed on Page 19, is you alerted contractor</p> <p>16 crews that you'd be calling on your right of first</p> <p>17 refusal? I think that's what it's called?</p> <p>18 A. [LETOURNEAU] Yes, correct.</p> <p>19 Q. And then you also told your tree-trimming</p> <p>20 contractors that they should double their resources?</p> <p>21 A. [LETOURNEAU] Yes, correct.</p> <p>22 Q. Is it fair to say those are the three</p> <p>23 primary steps you took on December 10th in terms of</p> <p>24 mobilizing for the storm?</p>	<p style="text-align: right;">370</p> <p>1 the managers and supervisors of the 150 employees in</p> <p>2 operations. The engineering manager, for example,</p> <p>3 the director is involved in that -- knowing that we</p> <p>4 may engage their folks.</p> <p>5 Q. So at this point in time, with those</p> <p>6 weather forecasts -- and I know we discussed earlier</p> <p>7 today emails that you had sent around -- were you</p> <p>8 concerned that the outages could surpass those</p> <p>9 experienced in 1996?</p> <p>10 A. [LETOURNEAU] Not at this point, no. And I</p> <p>11 can qualify that: We have seen weather forecasts</p> <p>12 like this in the past. These were not the first</p> <p>13 forecasts for a quarter to half an inch of ice.</p> <p>14 These were not the first time that we had</p> <p>15 encountered a storm moving into our service</p> <p>16 territory that could potentially cause us problems.</p> <p>17 But, you know, it clearly was something we needed to</p> <p>18 mobilize for and be prepared should it materialize.</p> <p>19 Q. And the ERP was not activated at this time?</p> <p>20 A. [LETOURNEAU] On December 10th it was not.</p> <p>21 Q. Were those who serve in key positions in</p> <p>22 ERP notified that they should be prepared to</p> <p>23 undertake those functions?</p> <p>24 A. [LETOURNEAU] Yes, the three primary people</p>

<p style="text-align: center;">371</p> <p>1 that would be notified that this was occurring would</p> <p>2 be the emergency restoration coordinators. The</p> <p>3 emergency restoration coordinators at each of the</p> <p>4 operating centers were then -- their team at the</p> <p>5 operating center would alert them of this pending</p> <p>6 weather, that it could result in electric-system</p> <p>7 damage and that we may be -- you know, we're</p> <p>8 preparing for a storm. And there's a whole lot of</p> <p>9 activity that goes along with that particular</p> <p>10 notification.</p> <p>11 Q. And at this point in time you thought you</p> <p>12 were well placed to weather and respond to this</p> <p>13 storm?</p> <p>14 A. [LETOURNEAU] Yes, I thought that we had --</p> <p>15 at the time we had almost twice the normal crew</p> <p>16 complement on our system. We use contractors. We</p> <p>17 supplement our internal, in-house work force with</p> <p>18 external work force. And depending on the time of</p> <p>19 year that a storm hits, sometimes we have very few</p> <p>20 contractors on the system and sometimes we have many</p> <p>21 contractors on the system. It just so happened that</p> <p>22 when this storm was moving in, we had a fair number</p> <p>23 of contractors on our system working already, and I</p> <p>24 felt comfortable with that level of resources,</p>	<p style="text-align: center;">373</p> <p>1 not managing crews. It's end-of-the-day stuff. I</p> <p>2 can't recall if that's the first --</p> <p>3 Can I ask a question? (Pause.)</p> <p>4 It was an email notification that went</p> <p>5 out that afternoon. It was subsequent to the</p> <p>6 notification that I was involved with the NEMAG</p> <p>7 call.</p> <p>8 Q. Can you identify again who you had just</p> <p>9 conferred with?</p> <p>10 A. [LETOURNEAU] Mr. Frappier.</p> <p>11 Q. And when did the storm actually begin?</p> <p>12 A. [LETOURNEAU] Thursday evening,</p> <p>13 approximately 2000 hours.</p> <p>14 A. [MEISSNER] 8:00 o'clock.</p> <p>15 A. [LETOURNEAU] 8:00 o'clock p.m., is the</p> <p>16 first troubles we started experiencing on our</p> <p>17 system, systemwide.</p> <p>18 Q. Referring to the company's February 23rd</p> <p>19 report, on Page 51, under Damage Assessment, and</p> <p>20 under the subheading, "Describe timing of damage</p> <p>21 assessment and provide all supporting</p> <p>22 documentation." The company states that Fitchburg's</p> <p>23 initial damage assessment process began on December</p> <p>24 12th, when the first outage is reported, and were</p>
<p style="text-align: center;">372</p> <p>1 because it was for us a lot of resources to have on</p> <p>2 the system. So I was feeling very good about the</p> <p>3 number of crews we had on the system.</p> <p>4 Q. You said that the three primary emergency</p> <p>5 restoration coordinators were notified. Is it you</p> <p>6 who does the notification?</p> <p>7 A. [LETOURNEAU] Yes.</p> <p>8 Q. You may have answered this before, but when</p> <p>9 were they notified? When did you notify them? And</p> <p>10 does that appear somewhere in this record?</p> <p>11 A. [LETOURNEAU] I don't recall if it was via</p> <p>12 email or via a conference call. A lot of this is</p> <p>13 done via conference call. I'll establish a</p> <p>14 conference call internally with them. "Call me up</p> <p>15 at 3:00 o'clock. Let's talk about what's going on."</p> <p>16 Q. When did this happen? On December --</p> <p>17 A. [LETOURNEAU] -- 10th. Wednesday, December</p> <p>18 10th.</p> <p>19 Q. I would assume it's after the 3:00 o'clock</p> <p>20 notification you received from NEMAG.</p> <p>21 A. [LETOURNEAU] Absolutely. I got a call at</p> <p>22 3:00 o'clock. And that's a good time of day. The</p> <p>23 crews have gone home for the day. Those electric</p> <p>24 operations managers are not in the field. They're</p>	<p style="text-align: center;">374</p> <p>1 completed on the 16th. The next paragraph says,</p> <p>2 "The initial damage assessment was performed by 26</p> <p>3 FGE staff." Then in the self-assessment report, on</p> <p>4 Page 29, the last paragraph says, "The initial</p> <p>5 damage assessment was performed by approximately 60</p> <p>6 Unutil staff and contractors."</p> <p>7 Just to make sure I understand: Is it</p> <p>8 that 26 were in Fitchburg and the other 34 were in</p> <p>9 the two service centers?</p> <p>10 A. [LETOURNEAU] That is correct.</p> <p>11 Q. And it says, going back to February 23rd,</p> <p>12 that the initial damage assessment was performed by</p> <p>13 system engineers, field supervisors, meter</p> <p>14 mechanics, other staff with knowledge of the</p> <p>15 systems. Was there anybody who was trained to the</p> <p>16 damage assessment -- any company employee, or in</p> <p>17 particular Fitchburg employee, who was trained to do</p> <p>18 damage assessment that was not used in the initial</p> <p>19 damage assessment?</p> <p>20 A. [LETOURNEAU] May I confer? (Pause.)</p> <p>21 In conferring with Mr. Frappier,</p> <p>22 everybody that was available -- everybody that was</p> <p>23 trained to do damage assessment was performing</p> <p>24 damage assessment.</p>

<p style="text-align: right;">375</p> <p>1 Q. And is that true Unitil-wide? I know that</p> <p>2 probably would be something that Mr. Frappier</p> <p>3 wouldn't know, but --</p> <p>4 A. [LETOURNEAU] No, and it's difficult for me</p> <p>5 to know that level of detail. Let me give you an</p> <p>6 example why it's difficult to answer that question.</p> <p>7 We know engineers can perform damage assessment. In</p> <p>8 the initial phases of the storm we were using some</p> <p>9 of the engineers to perform system restoration, in</p> <p>10 terms of switching orders. So we could have used</p> <p>11 them for damage assessment, could have used them to</p> <p>12 do switching, perform switching, as they were doing</p> <p>13 switching. There may be other occasions that I'm</p> <p>14 not aware of where we had folks that were available</p> <p>15 to do damage assessment that may have been engaged</p> <p>16 in another part of restoration.</p> <p>17 As I talked earlier this afternoon, I</p> <p>18 talked about how the plan can change and one</p> <p>19 individual can serve different roles. So you may</p> <p>20 have somebody performing damage assessment at this</p> <p>21 time but then we say, "Look, we want you to do -- we</p> <p>22 want you to be a crew guy, because that's the most</p> <p>23 important role that we have for you at this time."</p> <p>24 Or vice versa: We might take somebody, instead of a</p>	<p style="text-align: right;">377</p> <p>1 difficult during that first day was, it was very</p> <p>2 dangerous for the crews to be out working. We were</p> <p>3 getting reports of trees continuing to fall. Crews</p> <p>4 were not going into certain areas because of the</p> <p>5 trees and limbs that continued to fall. The roads</p> <p>6 were virtually impassable on that first day. We</p> <p>7 were getting calls from some of the crew guys that</p> <p>8 were trying to get into a certain area that couldn't</p> <p>9 get into a certain area just because the roads were</p> <p>10 impassable. We were having people report to work</p> <p>11 that morning late because they couldn't get into the</p> <p>12 office. Trees were across roads. Alternative</p> <p>13 routes were difficult to find.</p> <p>14 So that first day of damage assessment</p> <p>15 was primarily getting out and seeing what kind of</p> <p>16 damage that people could actually get to. So we</p> <p>17 didn't have -- to answer your question, we didn't</p> <p>18 have an appreciation for the amount of damage that</p> <p>19 we had on our distribution system at that point.</p> <p>20 Q. But the 26 damage assessors was all the</p> <p>21 company would be able to muster internally either</p> <p>22 which way; is that correct?</p> <p>23 A. [LETOURNEAU] Yes, on that first day.</p> <p>24 Q. What would it have been on the second day?</p>
<p style="text-align: right;">376</p> <p>1 crew guy, and put them in damage assessment.</p> <p>2 A. [MEISSNER] To clarify one thing: The</p> <p>3 engineers weren't actually performing the switching.</p> <p>4 The engineers were developing the switching orders,</p> <p>5 determining the switching that needed to be done to</p> <p>6 restore the transmission system.</p> <p>7 Q. And when the company says, "Initial damage</p> <p>8 assessment began on December 12th," is that the</p> <p>9 morning of December 12th, the afternoon, the</p> <p>10 evening?</p> <p>11 A. [LETOURNEAU] The morning, daybreak.</p> <p>12 Q. And at that point did the company have any</p> <p>13 idea of the damage that had been done in the</p> <p>14 Fitchburg service territory?</p> <p>15 A. [LETOURNEAU] At that point we had lost the</p> <p>16 entire system. We had no knowledge of the extent of</p> <p>17 the damage to the distribution infrastructure. We</p> <p>18 were at that time, at that morning, working</p> <p>19 diligently to restore our transmission system, so</p> <p>20 that we could energize our main feed in at Flag Pond</p> <p>21 and continue with some of the other lines that were</p> <p>22 out of service, to try to re-establish service to</p> <p>23 our distribution substations.</p> <p>24 What made damage assessment very</p>	<p style="text-align: right;">378</p> <p>1 A. [LETOURNEAU] I would have to review what</p> <p>2 people did on the second day. Remember, this</p> <p>3 number, damage assessment, the question was, "List</p> <p>4 all available damage assessment personnel." We had</p> <p>5 26 people available for damage assessment. That</p> <p>6 first day was -- it's the first thing you do.</p> <p>7 Mr. Francazio spoke about it several times. It's</p> <p>8 the first thing that a company attempts to do, is</p> <p>9 ascertain the amount of damage that we have on our</p> <p>10 system.</p> <p>11 But that was a very difficult process,</p> <p>12 as I think we've talked about in several different</p> <p>13 areas, both in the February report as well as the</p> <p>14 self-assessment. Unlike any other storm, when you</p> <p>15 perform damage assessment, you typically have an</p> <p>16 area where you have what we would call a trouble,</p> <p>17 and you'd have a tree down and you'd have a problem</p> <p>18 and you have a broken pole, you have some other</p> <p>19 equipment that's damaged, that you can assess. I</p> <p>20 have a broken pole. I have a piece of wire down. I</p> <p>21 have a tree across the road.</p> <p>22 In this particular storm what became</p> <p>23 very difficult is all the wire was down, lots of</p> <p>24 trees were down. It became difficult to get your</p>

<p style="text-align: right;">379</p> <p>1 arms around, I guess is the way that I would</p> <p>2 describe it, exactly what you had for trouble, in</p> <p>3 order to determine what kind of resources you need</p> <p>4 to put out into the field.</p> <p>5 At this point in the storm, we hadn't</p> <p>6 been out, you know, very far from our Fitchburg DOC</p> <p>7 because we couldn't travel out there. So our</p> <p>8 experience in the past had been we've got our</p> <p>9 transmission system out of service. Let's get our</p> <p>10 transmission system going. Once we get our</p> <p>11 transmission system going, what has happened in the</p> <p>12 past, our circuits are back on line and we're</p> <p>13 picking up customers. Again, in hindsight, that did</p> <p>14 not occur.</p> <p>15 Q. Just to make sure I understand, if you</p> <p>16 could turn to the company's response to AG-IR-1-2.</p> <p>17 Is it fair to say that the transmission wires owned</p> <p>18 and operated by National Grid that flow into the</p> <p>19 Flag Pond station at one point failed and that</p> <p>20 that's what produced 100 percent outage in</p> <p>21 Fitchburg's service territory?</p> <p>22 A. [LETOURNEAU] Yes.</p> <p>23 Q. When did that occur, the 100 percent</p> <p>24 outage?</p>	<p style="text-align: right;">381</p> <p>1 lost it.</p> <p>2 Q. Is it fair to say that during the 12th the</p> <p>3 company wasn't aware of whether the use of 26 damage</p> <p>4 assessors would be sufficient to identify the damage</p> <p>5 and therefore start the process of restoration?</p> <p>6 A. [LETOURNEAU] In hindsight, yes.</p> <p>7 Q. Well, what about during that day, as a</p> <p>8 person in charge, were you aware that there were 26</p> <p>9 damage assessors in Fitchburg's service territory?</p> <p>10 A. [LETOURNEAU] I was not aware that there</p> <p>11 were 26 damage assessors, no -- not personally</p> <p>12 aware.</p> <p>13 Q. Forget about in hindsight. But if you were</p> <p>14 aware, based on your experience, would you have been</p> <p>15 concerned that, based on what seemed to be the</p> <p>16 damage, that 26 assessors was inadequate?</p> <p>17 A. [LETOURNEAU] No. No, that's a lot of</p> <p>18 damage assessors. I would have considered that a</p> <p>19 considerable amount of damage assessors. Again, as</p> <p>20 I pointed out earlier, the damage-assessment</p> <p>21 process -- the initial damage assessment is trying</p> <p>22 to identify those areas of the system that had the</p> <p>23 greatest amount of customers that are out of</p> <p>24 service. We were concentrating on our transmission</p>
<p style="text-align: right;">380</p> <p>1 A. [LETOURNEAU] Approximately midnight on</p> <p>2 December 11th.</p> <p>3 Q. For how long was there a 100 percent outage</p> <p>4 because of the transmission situation?</p> <p>5 A. [LETOURNEAU] It was several hours.</p> <p>6 Q. So by sort of 6:00 o'clock or so on the</p> <p>7 morning of the 12th, that problem had been resolved,</p> <p>8 that particular problem dealing with the</p> <p>9 transmission wires?</p> <p>10 A. [LETOURNEAU] We had re-established -- we</p> <p>11 had energized the bus, if you will, at Flag Pond</p> <p>12 substation.</p> <p>13 Q. And any outages that were occurring in</p> <p>14 Fitchburg's service territory were for reasons other</p> <p>15 than problems with those transmission lines?</p> <p>16 A. [LETOURNEAU] Yes. We still had problems</p> <p>17 on our transmission --</p> <p>18 We hadn't re-established our</p> <p>19 transmission system yet. All we did was, we were</p> <p>20 able to re-establish the bus, so we were able to</p> <p>21 receive service back from National Grid to energize</p> <p>22 our main substation. Now it started the process of</p> <p>23 let's start to do, again, our switching, start</p> <p>24 putting the system back together, because we had</p>	<p style="text-align: right;">382</p> <p>1 system on early morning, Friday, December 12th.</p> <p>2 Damage assessors were trying to get out into the</p> <p>3 field to provide a more detailed -- a more --</p> <p>4 We needed more eyes on the system that</p> <p>5 we didn't have at that point. What else do we have</p> <p>6 out there? Is this just an isolated issue? Is this</p> <p>7 just transmission? Once we get transmission, is</p> <p>8 distribution going to be okay? We didn't know at</p> <p>9 that point. So I would say that 26 damage assessors</p> <p>10 is a tremendous amount of damage assessors.</p> <p>11 Fitchburg has 41 circuits. So that's a lot of</p> <p>12 damage assessors in the field.</p> <p>13 A. [MEISSNER] Maybe I can clarify one thing:</p> <p>14 There's almost a step that I even think comes before</p> <p>15 damage assessment sometimes, and that is just trying</p> <p>16 to get a handle on the number of troubles that you</p> <p>17 have on your system. We haven't really talked about</p> <p>18 that. That's often why an OMS is viewed to be so</p> <p>19 valuable, because an OMS can quickly figure out how</p> <p>20 many individual troubles or outages you have.</p> <p>21 I think it's normal during storms that</p> <p>22 we use that as kind of your first cut. You're</p> <p>23 trying to figure out how many troubles, how many</p> <p>24 problems you have on your system, and then that</p>

<p style="text-align: center;">383</p> <p>1 gives you an idea of the magnitude of the event and 2 would factor into decisions about how many damage 3 assessors you have. Obviously if you have 50 4 individual troubles on the system, it's different 5 than if you have 200, so the response is going to be 6 different.</p> <p>7 One thing that was different here is 8 that we never at the outset had any of that 9 information, which is what made it difficult. The 10 fact that we lost the whole system -- it was 11 actually restored quickly, but what happened as a 12 result of that is, all the trouble tickets that were 13 generated were essentially of no value. Every 14 customer was out. Every customer called and 15 produced a whole lot of trouble tickets, none of 16 which provided any useful information, because we 17 knew the whole system was out. Normally either the 18 whole -- you would be sorting the tickets trying to 19 figure out how many outages that corresponds to. In 20 this case it was essentially blind. The tickets 21 were of no value.</p> <p>22 Once the system was restored -- I mean, 23 the other part of this too is, with the system out, 24 most of the damage actually happened on a dead</p>	<p style="text-align: center;">385</p> <p>1 comes in, it does its thing and moves away. A 2 hurricane or thunderstorm moves in, whatever the 3 event is.</p> <p>4 This ice storm created problems over a 5 multiday event -- multi-days of outages. Sometimes 6 they were new outages. Sometimes they were 7 recurring outages. Sometimes we would clear a road 8 and we would determine that that road is clear and 9 we'd have trees back in the road again days after 10 that initial damage assessment.</p> <p>11 So even if you had, as Mr. Francazio was 12 talking about, the damage-assessment tools that they 13 utilized at National Grid, it becomes difficult, 14 even if you have the best of tools and an infinite 15 number of resources to do that -- you could do that 16 in the first 24, 48 hours, but then you'd be doing 17 it again 24 to 48 hours later. It's very unique in 18 that regard.</p> <p>19 Q. Were the damage assessors going out singly 20 or in pairs?</p> <p>21 A. [LETOURNEAU] Singly.</p> <p>22 BY MS. EVANS:</p> <p>23 Q. I'd like to follow up so that I have an 24 understanding on what order things came back up</p>
<p style="text-align: center;">384</p> <p>1 system, so we didn't really see the outages happen 2 like you would normally see. You would see outages 3 start happening, accelerating, more calls coming in. 4 In reality, it all just went out and then all the 5 damage happened while the system was dead.</p> <p>6 So it was really an unusual start. I 7 mean, the situation we were in that morning, with 8 very limited information about what actually 9 happened on that system -- and I think it was 10 different than what we experienced in our other 11 locations, and it's not something that I can say 12 we've ever experienced before.</p> <p>13 A. [LETOURNEAU] And if I could clarify one 14 thing that Mr. Meissner just said: He talked about 15 all the damage being done when the system was 16 deenergized.</p> <p>17 The damage just didn't occur overnight, 18 December 11th to December 12th. We had crews 19 working on the 13th, the 14th, and the 15th, telling 20 us, "We had already been to this street. We had 21 already cleared two trees. We had fixed the wires. 22 It's down again." So the damage continued. That's 23 just another characteristic of this storm that I 24 personally have not seen before. Typically a storm</p>	<p style="text-align: center;">386</p> <p>1 again. You talked about your outside transmission, 2 your transmission from National Grid going down 3 about midnight on the 11th, coming up around 6:00 in 4 the morning on the 12th. Is that correct?</p> <p>5 A. [MEISSNER] There's a chronology --</p> <p>6 A. [LETOURNEAU] -- that was provided of 7 fairly significant value.</p> <p>8 A. [MEISSNER] It appears to be AG-3-72. 9 There's an Attachment 1 to that.</p> <p>10 Q. I'm looking at AG-3-27, Attachment 1.</p> <p>11 A. [MEISSNER] This schedule specifically 12 relates to the steps in terms of restoring service 13 to Flag Pond from the 115 system. As you can see, 14 at 2:29 a.m., an initial line -- a portion of Flag 15 Pond was restored from one line. The switching at 16 Flag Pond actually lasted through the night. You 17 can see the steps down below, all the different 18 steps that we were taking, restoring portions of the 19 system and portions of Flag Pond.</p> <p>20 Q. In laymen's terms, when did the substation 21 at South Flag Pond come back up?</p> <p>22 A. [MEISSNER] In laymen's terms, one feed 23 from National Grid came back up around 2:30 a.m. At 24 that point we had to begin switching internally in</p>

<p style="text-align: center;">387</p> <p>1 our system to then restore our transformers and 2 start restoring our system.</p> <p>3 So it then says at 4:03 a.m., 4:00 4 o'clock a.m., we restored the first 69-kV line out 5 of Flag Pond. So 4:00 a.m. is when we first started 6 restoring our 69.</p> <p>7 Q. When you first -- at 4:00 o'clock on the 8 morning on December 12th, when you first started 9 restoring your lines out of Flag Pond, does that 10 mean any customers would have come back up again? 11 Or what had to happen next to have a customer come 12 back up again?</p> <p>13 A. [MEISSNER] At that point, yes, some 14 customers came back on. I believe it was customers 15 that were fed from an undergraduate portion of 16 downtown Fitchburg, because we were able to restore 17 one line and pick up that.</p> <p>18 But what we found at that point is, we 19 had multiple 69-kV outages within our own system, so 20 we were unable to restore the 69-kV transmission 21 system internally. And it then took from Friday 22 morning until late Saturday night to get enough of 23 the 69-kV system restored to energize all the 24 substations. So it took a day and a half,</p>	<p style="text-align: center;">389</p> <p>1 Q. And once you had those lines between Flag 2 Pond and your substations back up again, you're 3 saying that happened Saturday, you said late 4 Saturday afternoon?</p> <p>5 A. [MEISSNER] In phases. You know, on 6 Friday, clearly the priority became the transmission 7 system. Everybody was engaged in restoring the 8 transmission system. At that point, everybody 9 believes that if you restore the transmission 10 system, you will restore many or most of your 11 customers. I think that was the expectation. 12 That's been our experience in every other incident. 13 That was our experience in New Hampshire during the 14 storm: You get your transmission system back on, 15 most customers are on.</p> <p>16 Q. But it's obviously clear that didn't happen 17 here.</p> <p>18 A. [MEISSNER] That didn't happen here. They 19 immediately deployed all personnel that they could 20 patrolling those transmission lines, to find out 21 where the problems were, and we also called for 22 off-road equipment, because it requires specialized 23 equipment to work on the transmission lines. So 24 that equipment was dispatched to Fitchburg to start</p>
<p style="text-align: center;">388</p> <p>1 essentially, to get power to all of the substations 2 in the system.</p> <p>3 Q. When Flag Pond came back up again, around 4 4:00 in the morning, December 12th, how long did it 5 take you to figure out that all your 69-kVs were 6 also down?</p> <p>7 A. [MEISSNER] They would have --</p> <p>8 Q. Independent of the transmission lines from 9 National Grid being down, because now at that point 10 they're back up again.</p> <p>11 A. [MEISSNER] They would have known in a 12 matter of an hour, a couple of -- as they tried 13 switching those lines in, they would have determined 14 that those lines were down.</p> <p>15 Q. So by daybreak on the morning of the 12th, 16 although your line or lines back from National Grid 17 were back up again, you knew at that point in time 18 that your transmission system out to your 19 substations was completely down or almost completely 20 down? Is that correct?</p> <p>21 A. [MEISSNER] A majority were down.</p> <p>22 Q. And at that point you didn't know beyond 23 the substation additionally what was down.</p> <p>24 A. [MEISSNER] Correct.</p>	<p style="text-align: center;">390</p> <p>1 work on the transmission system on Friday.</p> <p>2 You know, I was actually there on 3 Saturday at one point around early afternoon, when 4 we believed we were going to be restoring the last 5 of the lines that would allow us to get all the 6 substations back on, and it wouldn't hold. What was 7 happening is, they'd go through and they'd clear a 8 problem, fix a line, it had all been patrolled, but 9 something else came down after the time that they'd 10 been through, and so then they had to go back out 11 again.</p> <p>12 So it was actually late at night on 13 Saturday night when the last of the lines was 14 restored to get all the substations on.</p> <p>15 Q. So by that point Saturday night the 16 substations are back up. And now you can go from 17 the substations to the next step out; is that 18 correct?</p> <p>19 A. [MEISSNER] Yes. To the extent that there 20 were distribution crews available that weren't 21 working transmission problems, they were actually on 22 the main lines of circuits, trying to clear those 23 off in anticipation of energizing substations, so 24 that when a substation was energized, they could</p>

<p style="text-align: right;">391</p> <p>1 energize at least a main-line portion and start 2 getting the distribution restoration going. 3 Q. So late Saturday night you have your 4 substations back up. Now you're out to the next 5 step out, the main circuits coming out of those 6 substations, to get the most customers up that you 7 could at a time; is that correct? 8 A. [MEISSNER] Yes. 9 Q. At that point in time were you still 10 receiving trouble calls? 11 A. [MEISSNER] Yes, we were receiving trouble 12 calls. I mean, early in the restoration I recall 13 going down to them and I asked them to box all the 14 trouble tickets and take them off the table because 15 they were of no value and they were just going to 16 get mixed up with new calls coming up. We 17 essentially cleared all the tickets off, started 18 over, and from that point forward were getting 19 calls, valid calls from what was still out. 20 Q. At what point in time were the trouble 21 tickets useful to you? Would that be late Saturday 22 night, once your substations were back up again? 23 A. [MEISSNER] To be honest, I don't know that 24 they were ever useful, because even at that point 85</p>	<p style="text-align: right;">393</p> <p>1 how many customers were out on a circuit that was 2 out. That data was being compiled in a database 3 through the course of the storm, and so we had an 4 estimate at every point during this process of the 5 percentage of customers that was still out. 6 A. [MEISSNER] We essentially knew what we had 7 restored because we started from a starting place 8 that everyplace was out, and we started working 9 backwards from we knew what we had restored; 10 everything else was out. From that standpoint, 11 that's why the customer calls were not really 12 valuable in terms of the restoration process, 13 because we already knew what was out, and it was 14 only confirming what was out. 15 It might be helpful to note: In terms 16 of how we tracked the restoration progress from the 17 distribution system at that point forward, there was 18 a large map that had been plotted and covered the 19 whole wall, floor to ceiling, of the whole system, 20 covered the whole territory. Even at that level, 21 it's very detailed, in terms of every street, every 22 circuit, and so forth. And during the course of the 23 week that map -- or the course of two weeks, that 24 map was slowly filled in with highlighter. So as</p>
<p style="text-align: right;">392</p> <p>1 percent of the system was out. 2 A. [GANTZ] If I could jump in, too. I 3 remember we did an effort to kind of identify the 4 percentage of customers that were still out at 5 different sequences, and it was roughly -- the 6 external transmission came back and still 85 percent 7 of the customers were out, roughly. All the 8 subtransmission was energized, the substations came 9 back in. We still had roughly 66 percent of our 10 customers out, which meant -- you know, that's two 11 thirds of the primary system and secondaries and all 12 the rest. 13 These are now customers, the ones who 14 are out of power, they're calling. 15 Q. How did you know you had 66 percent of your 16 customers out at that point in time? 17 A. [GANTZ] Based on the estimates of what 18 circuits had been energized and the customers that 19 were on that circuit, those circuits. We were using 20 an outage reporting system during the course of the 21 event that tracked the numbers of customers out 22 based upon knowledge that the operating people had 23 about what circuits had been restored, the estimated 24 number of customers on that circuit, or, corollary,</p>	<p style="text-align: right;">394</p> <p>1 each segment, as each piece, as each lateral was 2 restored, it was highlighted in on that map, until 3 the entire map was highlighted in. 4 BY MR. DANIEL: 5 Q. I want to follow up on the damage- 6 assessment questions that Barry was asking. Could 7 you explain the typical damage-assessment process or 8 practice? Anyone is fine, whoever wants to answer. 9 A. [MEISSNER] They're just essentially 10 driving the circuit, looking for damage: broken 11 poles, wires down, services down, transformers, so 12 forth. 13 Q. So would you say the process is the same 14 for a significant event such as 2008 versus any 15 smaller events? 16 A. [MEISSNER] In smaller events, you have 17 distinct troubles, so people drive out to a 18 location, try to identify the cause of a trouble, so 19 that would be different. In an event like this, 20 people were eventually starting at the substation. 21 Initially, we talked about a Phase 1, Phase 2. The 22 Phase 1 approach was really just focusing on three- 23 phase and main lines, trying to get a handle on 24 that. I know specifically they were trying to get a</p>

<p style="text-align: center;">395</p> <p>1 count on broken poles, because we wanted to get out 2 as quickly as possible setting poles.</p> <p>3 Q. In 2008 how many damage assessors were used 4 initially in Fitchburg towns -- Ashby, Townsend, 5 Lunenberg, and Fitchburg?</p> <p>6 A. [MEISSNER] I don't know if we have a 7 count, because it would have been done by circuits. 8 Circuits were much-varying sizes. Some circuits may 9 have taken an hour, and some would have taken days.</p> <p>10 Q. How did each assessor report and to whom?</p> <p>11 A. [MEISSNER] They were bringing information 12 into the office, most typically, from what I saw, 13 just from personal experience, in the form of 14 marked-up maps, showing damage on marked-up maps. 15 They also brought in papers and notes in other 16 forms. They were reporting this into the storm 17 room, to the gentlemen in the storm room who were 18 acting as the restoration coordinator. There were 19 also some engineering personnel both in the storm 20 room and the conference room who were receiving 21 information and doing trouble analysis from the 22 information.</p> <p>23 Q. So were the field informations documented?</p> <p>24 A. [MEISSNER] Not in a formal sense. The</p>	<p style="text-align: center;">397</p> <p>1 Q. At least my analysis of that response 2 indicates that between December 12 and December 16 3 there was only one assessor in, I think, Ashby and 4 two assessors in Lunenberg and one assessor in 5 Townsend. My question is, were these enough 6 assessors for those three towns?</p> <p>7 A. [MEISSNER] I think the difficulty is that 8 people were performing multiple jobs. So they may 9 have been categorized as damage assessors -- or they 10 may have been categorized in jobs other than damage 11 assessors, because they were also guiding crews or 12 supervising crews in the field and performing other 13 jobs. So it really came down to how they 14 categorized those people in the field.</p> <p>15 But the people that were out in the 16 field supervising crews were doing damage assessment 17 for a while. They were essentially doing both jobs, 18 once we started getting a large number of outside 19 crews in. The crews themselves were fairly easy to 20 supervise because they were not moving around much. 21 To give you an example, some of the first crews we 22 received on Saturday were from Philadelphia Electric 23 and also Hinkles & McCoy. The Philadelphia Electric 24 crew started in a subcircuit in a station on</p>
<p style="text-align: center;">396</p> <p>1 information was brought in and tabulated. One of 2 the things that I think we noted after the fact, it 3 tended to be handled on a living basis. They 4 weren't tracking information as they went. They 5 were doing it on a continual basis.</p> <p>6 Q. How would you compare the level of damage 7 between, let's say, the four Fitchburg towns?</p> <p>8 A. [MEISSNER] Which towns were hardest hit? 9 Is that what you mean?</p> <p>10 Q. Well, there was some damage -- you know, 11 poles, wires -- in all four Fitchburg towns. Right?</p> <p>12 A. [MEISSNER] Yes. I mean, I think all four 13 towns were heavily damaged. It's difficult to some 14 extent to draw direct comparisons because some of 15 the metrics that you use, such as broken poles -- we 16 had two parties setting poles, us and telephone, and 17 we still do not really know how many poles telephone 18 set. Some of the hardest-hit areas I think were 19 clearly the rural areas and the higher-elevation 20 areas.</p> <p>21 Q. I'm referring to your response to DPU-1-9, 22 Table 7, which provides the staffing by day and by 23 hour.</p> <p>24 A. [MEISSNER] Yes, we have that.</p>	<p style="text-align: center;">398</p> <p>1 Saturday, and they stayed there the next ten days. 2 All they did from one day to the next was start at 3 one location and pick up where they left previously. 4 Over the course of ten days they were able to 5 restore two thirds of one circuit.</p> <p>6 Q. So are you saying there may have been more 7 than one assessor --</p> <p>8 A. [MEISSNER] I'm saying the people that were 9 out in Ashby may have been categorized in a 10 different position, but they were doing damage 11 assessment at the same time.</p> <p>12 Q. Other people.</p> <p>13 A. [MEISSNER] Yes.</p> <p>14 Q. Did you request damage assessors assistance 15 from other utilities?</p> <p>16 A. [LETOURNEAU] We did not.</p> <p>17 Q. Why not?</p> <p>18 A. [LETOURNEAU] That's never been a practice 19 that -- I mean, I was involved -- even with the 20 NEMAG process, none of the companies were requesting 21 damage assessors. The companies were requesting 22 two-man bucket crews, bigger crews. That's what 23 other utilities have. That's what people were 24 requesting.</p>

<p style="text-align: center;">399</p> <p>1 A. [MEISSNER] I mean, essentially, companies 2 have never really provided mutual aid on more than 3 crews. Mutual aid is basically around crews. It 4 has been talked about since, that there may be a 5 better system for exchanging personnel other than 6 crews. 7 A. [FRANCAZIO] Just to interject: I mean, 8 our experience at National Grid, we haven't, again, 9 seen a lot of that type of crew exchange or 10 personnel exchange during events. Usually it's some 11 sort of support for the line crews themselves. 12 However, as Tom just indicated, you 13 know, these are some of the discussions that are 14 taking place at the NEMAG-type meetings, where you 15 can talk about what else do you need to do going 16 forward. 17 BY MR. NELSON: 18 Q. Getting back to your damage assessment and 19 the fact that you took and disposed of the trouble 20 orders: Were there any trouble orders that came 21 through to the call center, or did the call center 22 ask any specific questions for type of damage and 23 record those on the trouble calls? 24 A. [LAMBERT] Yes, we did. There's actually</p>	<p style="text-align: center;">401</p> <p>1 checking to see if there was any broken-pole 2 information? 3 A. [MEISSNER] We didn't dispose of them. We 4 just got them off the table. 5 Q. And they were not referred to or used again 6 after that point? 7 A. [MEISSNER] Realistically, no. 8 Q. From that point on, you said that the calls 9 coming in for customers was not useful? 10 A. [MEISSNER] In my opinion, no. I mean, I 11 wasn't running the local restoration, so I don't 12 want to create the impression I was. But I was 13 there frequently during the days of the storm and, 14 you know, had my own observations. 15 But they were getting -- they knew what 16 they had restored, so that was a starting place. 17 They were doing damage assessment. They had people 18 in the field. So they were piecing together 19 information about -- you know, you started with what 20 was in, because there was really very little that 21 was actually in at that point. I saw -- as soon as 22 Saturday I saw a crew in Ashby, and he had a stack 23 of 50 poles to set. The information was coming in 24 quick. They knew where the broken poles were, and</p>
<p style="text-align: center;">400</p> <p>1 an automated option, selection for customers that 2 would provide additional information that would be 3 provided on the tickets, sent to the operating 4 center. Those would be down wires, if you have down 5 wire -- I don't know the actual order on them. If 6 you have down wire, press 1. I guess if you heard a 7 loud bang, press 2. I can't recall all of them. 8 They were listed in the report. 9 Q. Are broken poles one of those options? 10 A. [LAMBERT] Yes. 11 Q. When those trouble calls that were disposed 12 of -- were they reviewed to see if there were any 13 broken poles listed? 14 A. [MEISSNER] We'd need to confer with these 15 gentlemen. 16 It doesn't sound like at that point they 17 had a process to do that. I mean, during storms, 18 if there's unique information on trouble tickets, 19 then, yes, those tickets are flagged, highlighted, 20 and they do that. At this point in the storm, what 21 I saw was a table with thousands and thousands of 22 tickets on it, and they had not been sorted. 23 Q. So the decision was made -- who made the 24 decision to just dispose of all of them without</p>	<p style="text-align: center;">402</p> <p>1 the people were out setting and getting the work 2 done. So they were collecting the damage very 3 quickly, Saturday, Day 2. 4 Q. So we're talking the 13th? 5 A. [LETOURNEAU] Yes. 6 A. [MEISSNER] Yes. 7 Q. What information did they extract from the 8 trouble calls, after the table was cleared at that 9 point -- if they were still coming in in the volume 10 which I would suspect they would be coming in at, 11 multiple calls for the same thing? 12 A. [MEISSNER] I'd have to confer with these 13 gentlemen and find out what value they were getting 14 from them. (Pause.) He's saying primarily critical 15 customers and broken poles. 16 MS. EVANS: Can you identify who you 17 just conferred with, please? 18 WITNESS MEISSNER: Mark Frappier, who 19 was acting as the restoration coordinator. 20 MS. EVANS: Thank you. 21 Q. You mentioned earlier in your testimony 22 this morning that, of the three DOCs that report up 23 through to you -- 24 Were there revisions made in the final</p>

<p style="text-align: center;">403</p> <p>1 estimated restoration time for each one?</p> <p>2 A. [MEISSNER] Just so I understand the</p> <p>3 question: Did we revise the ETRs in each of the</p> <p>4 three operating areas?</p> <p>5 Q. Yes.</p> <p>6 A. [MEISSNER] I believe that we did.</p> <p>7 Q. How many revisions for each one, for the</p> <p>8 ultimate completion date for all restoration?</p> <p>9 A. [GANTZ] I think we could be accurate about</p> <p>10 what the representations were from looking at the</p> <p>11 categorization of the PSAs and what the PSAs said at</p> <p>12 different points in time. My recollection generally</p> <p>13 is that the first notices went out with the general</p> <p>14 indication of days, and when we provided a first</p> <p>15 estimate of restoration completion, it was early in</p> <p>16 the following week. And as the week progressed,</p> <p>17 that estimate clearly proved to be wrong. And there</p> <p>18 was essentially one step where we began to provide</p> <p>19 those estimates. There was another step, later in</p> <p>20 the week, in which we rescinded those estimates and</p> <p>21 began providing more detail specifically to the</p> <p>22 Massachusetts service territory, because by that</p> <p>23 time we'd made more progress in New Hampshire, and</p> <p>24 so there was less -- the need for information, for</p>	<p style="text-align: center;">405</p> <p>1 you can really always do by phone or other means.</p> <p>2 You know, I sat there for a while, because it's a</p> <p>3 high-stress environment -- you can't go in and start</p> <p>4 pushing on people -- and just observed for a while,</p> <p>5 watched what was going on, until I kind of got a</p> <p>6 sense of how things were going. Then I spent some</p> <p>7 time with one of the managers down there, going</p> <p>8 through what his needs were, what he thought he</p> <p>9 needed, where were the areas he thought he needed</p> <p>10 help and so forth.</p> <p>11 And at that point we made calls -- I</p> <p>12 talked to Ray, we made some calls, and we started</p> <p>13 redeploying some people down there, that was</p> <p>14 primarily engineering people. We already had one</p> <p>15 team of engineering people down there. We sent</p> <p>16 another team down, including the director of</p> <p>17 engineering, a manager, and some of the other</p> <p>18 engineering support personnel.</p> <p>19 Once they were down there, they</p> <p>20 performed a variety of activities. We continued to</p> <p>21 send engineering personnel down there after the</p> <p>22 fact, until I think I think probably a majority of</p> <p>23 our engineering personnel were down there. During</p> <p>24 the course of the week they were doing everything</p>
<p style="text-align: center;">404</p> <p>1 example, in Concord, New Hampshire, began to go away</p> <p>2 because most of the customers by that point were</p> <p>3 back.</p> <p>4 So it was kind of a two-step process in</p> <p>5 terms of revising what was being stated publicly in</p> <p>6 terms of expectations. The first specific set was</p> <p>7 early in the week, and those expectations we knew</p> <p>8 were wrong. I mean, after the fact, several days</p> <p>9 later, we realized that those expectations were</p> <p>10 wrong, and so we began to revise those for the</p> <p>11 subsequent period.</p> <p>12 But if you want to know in detail, we</p> <p>13 could find that table that lists what was being said</p> <p>14 to what customers at what point.</p> <p>15 Q. Did you transfer any damage appraisers to</p> <p>16 the Fitchburg area from the other two DOCs?</p> <p>17 A. [GANTZ] Damage assessment, you're talking</p> <p>18 about?</p> <p>19 Q. Damage assessors.</p> <p>20 A. [MEISSNER] He says yes. But what I can</p> <p>21 tell you happened was, in the first day or two of</p> <p>22 the storm, I was down there -- again, I was not</p> <p>23 running the restoration effort, but I was trying to</p> <p>24 get an on-the-ground assessment, which I don't think</p>	<p style="text-align: center;">406</p> <p>1 from damage assessment to night patrols. We were</p> <p>2 trying to verify what was back on and make sure.</p> <p>3 Recovery analysis, analysis of the damage</p> <p>4 assessment.</p> <p>5 During the first weekend, of course, we</p> <p>6 really didn't provide any estimated time of</p> <p>7 restoration because the damage-assessment process</p> <p>8 was still trying to get a handle on, you know, the</p> <p>9 extent of the damage and so forth.</p> <p>10 On Monday I spoke to the local managers</p> <p>11 and said, "You know, we have a lot of information.</p> <p>12 We need to start coming up with an ETR or some kind</p> <p>13 of estimate. We're going to have to start providing</p> <p>14 that to the public." They actually worked through</p> <p>15 the night Monday night, all night, doing an</p> <p>16 analysis, with all their available damage</p> <p>17 information. I met with them on Tuesday morning,</p> <p>18 and at that point they had actually developed</p> <p>19 estimates of crew hours by town for the four towns.</p> <p>20 So, you know, we reviewed that on Tuesday morning,</p> <p>21 reviewed the methodology and their decision process</p> <p>22 and so forth.</p> <p>23 We then also tried to see if we could</p> <p>24 get more crews, because we were still trying to</p>

<p style="text-align: center;">407</p> <p>1 shorten that time frame up. So we knew how many 2 crew hours we had. We wanted to see if we could get 3 more crews to shorten the ETR. I think the first 4 time we communicated those ETRs was then Tuesday 5 night, by town. It was based on that analysis. 6 BY MR. PERLMUTTER: 7 Q. If we could turn to the PSAs. Now I'm 8 looking at the February 23rd filing, Volume 2. 9 That's Exhibit FGE-2. And if we could turn to 10 Attachment 6 of Volume 2. That's where all the PSAs 11 are listed, I think. We're going to start on Page 12 97, and I think it's worth walking through these. 13 I'm always going to respond back to the functional 14 chart. I want to make sure I understand where the 15 line of command was to approve the PSAs, all that 16 kind of stuff. 17 It seems like the first advisory 18 notice -- and just to be clear, an advisory notice 19 is a public-service announcement? 20 A. [GANTZ] Yes. 21 Q. Just to help me out: Public-service 22 announcements are released to what media outlets and 23 what other outlets? 24 A. [GANTZ] We send them to the media outlets</p>	<p style="text-align: center;">409</p> <p>1 Q. The next PSA goes out on Friday the 12th, 2 at 4:00 o'clock, and here it says that Unitil 3 anticipates it will taken several days to restore 4 the power. Correct? 5 A. [GANTZ] Yes. 6 Q. Which key position in the restoration plan 7 has the responsibility for approving the issuance of 8 these PSAs? 9 A. [GANTZ] Corporate communications would 10 have that responsibility, in consultation with my 11 colleagues who were involved. I know most of them 12 were also discussed with the -- the senior 13 management team was involved in the discussions 14 about what was known at that point in time. 15 Q. When you say senior management team, who is 16 that? 17 A. [GANTZ] Mr. Meissner, Mr. Schoenberger, 18 Mr. Collin. 19 Q. So at this point in time corporate 20 communications had taken over this role from the 21 communications coordinator, based on what you said 22 before. 23 A. [GANTZ] Yes, when the first PSA issued, it 24 was corporate communications that this communication</p>
<p style="text-align: center;">408</p> <p>1 including all the local print, radio, TV. We send 2 it to the emergency officials that are on the 3 correspondence list. We also include a number of 4 what we refer to as influencers, that include most 5 of the key public officials. That's been our 6 practice historically. 7 I will say, during the course of this 8 event, we expanded that list some over the course of 9 the event, to get more people. 10 Q. So the first advisory notice went out 11 December 11th, that was a Thursday night. I'm not 12 sure if the time is on here. 13 A. [GANTZ] I think it was Thursday afternoon 14 when that was issued. 15 Q. This can be characterized as a heads-up to 16 all these persons that there's a winter-storm 17 warning and ice-storm warning on the horizon. 18 A. [GANTZ] Yes. 19 Q. The second PSA went out on the next day, 20 Friday the 12th, at 11:30. Here there was no 21 discussion about when the outage might end as much 22 as a discussion on the outages that were being 23 incurred. Is that fair to say? 24 A. [GANTZ] That's fair to say.</p>	<p style="text-align: center;">410</p> <p>1 was from. 2 Q. This isn't the case in all storms, but in 3 this particular storm, you decided early on because 4 of the possible impact that it was reasonable for 5 corporate communications to take on this function? 6 A. [GANTZ] When we have an event that rises 7 to the level of issuing a prestorm public-service 8 announcement, corporate communications has the 9 responsibility at that point. 10 Q. And so basically you approved -- Mr. Gantz, 11 you approved the issuance of this PSA? 12 A. [GANTZ] Yes. 13 Q. And what did you understand by the term 14 "several days"? Would that mean -- would you expect 15 people to think that's less than one week? 16 A. [GANTZ] Yes, I would expect most people, 17 hearing the words "several days," would be thinking 18 something on the order of three days or four days, 19 just in what their general expectations would be. 20 Q. And I assume that you didn't come up with 21 this estimate, it was provided to you by someone 22 else? 23 A. [GANTZ] Yes, we discussed that wording, 24 and we agreed on the wording.</p>

<p style="text-align: center;">411</p> <p>1 Q. And "we" meaning the senior management 2 team?</p> <p>3 A. [GANTZ] I don't have a recollection with 4 respect to every one of these PSAs, because 5 obviously it was a fluid situation. But every one 6 of the PSAs reflects a conversation directly with 7 Mr. Meissner or Mr. Letourneau, who were directly 8 involved in the storm restoration effort.</p> <p>9 Q. So Mr. Letourneau, were you aware that the 10 first PSA was going out on Friday the 12th -- I'm 11 sorry, that the PSA that went out on Friday the 12th 12 at 4:00 p.m. said Unutil anticipates it will take 13 several days to restore the power?</p> <p>14 A. [LETOURNEAU] I don't have an exact 15 recollection of, you know, when the PSAs were going 16 out. I was having conversations with either 17 Mr. Meissner or Mr. Gantz about the status of the 18 event and what we were seeing, what we were 19 anticipating in general terms. I know Mr. Gantz did 20 provide me with some of the PSAs that he was sending 21 out, and he may have provided me with this one, but 22 I can't specifically recollect that, yes, I remember 23 that Friday, that time, that specific PSA.</p> <p>24 Q. Well, this is the first one that includes a</p>	<p style="text-align: center;">413</p> <p>1 continued into around midday the 13th?</p> <p>2 A. [MEISSNER] Well, it ultimately was late at 3 night on the 13th. But I think we thought it was 4 going to be midday on the 13th, and then....</p> <p>5 Q. And what's the purpose of this PSA? It's 6 going out to inform customers. It's going out to 7 inform emergency officials, and then the 8 influencers, the key public officials. Are there 9 any other audiences?</p> <p>10 A. [GANTZ] Our internal audiences. Knowing 11 what the company is officially saying, it becomes a 12 key part of the messaging for the CSRs in the call 13 center.</p> <p>14 Q. And was there discussion that certainly 15 from the perspective of customers they would read 16 "anticipates it will take several days to restore 17 the power" and conclude that, based on Unutil's 18 expertise and experience in these things, they'll be 19 out for just several days?</p> <p>20 Well, let's come back to that in a 21 little while, and let's sort of walk through the 22 chronology of the PSAs.</p> <p>23 A. [MEISSNER] I want to add one thing: I 24 don't think that there was an intention to short-</p>
<p style="text-align: center;">412</p> <p>1 restoration projection. That's why I asked on this 2 one.</p> <p>3 Mr. Meissner, do you remember that the 4 first PSA that included a projection of restoration 5 used the terms --</p> <p>6 A. [MEISSNER] Just for context, we were not 7 providing an estimated time of restoration at that 8 point. So "several days" was essentially a 9 generalization, if you will.</p> <p>10 But I do think that at that point we 11 knew we were going to be into an extended 12 restoration period, but we also believed early on 13 that in restoring the transmission system we were 14 going to restore many or most customers. We fully 15 believed that early on.</p> <p>16 Q. Let me just follow through: So at 4:00 17 o'clock the National Grid transmission had been up 18 for quite a while, and you were completing the 19 process of doing your transmission lines, of 20 energizing your transmission lines?</p> <p>21 A. [MEISSNER] That continued into December 22 13th.</p> <p>23 A. [GANTZ] This is Friday the 12th.</p> <p>24 Q. This is Friday the 12th, and that process</p>	<p style="text-align: center;">414</p> <p>1 change customers and lead them to believe that they 2 were going to be restored faster. I think the 3 intention was to let them know it wasn't going to be 4 four hours. To set a time frame that this was going 5 to take days, was the intention.</p> <p>6 Q. Let's walk through the chronology and then 7 come back. So we've discussed this one, Friday the 8 12th, 4:00 p.m. The next one is still Friday the 9 12th, at 8:30. And here it says, "Unutil 10 anticipates that it will take days to restore 11 power." Was there a discussion about why the word 12 "several" was taken out? And again, I'm just trying 13 to understand how closely the company looks at these 14 PSAs, because if you parse it, you would ask 15 yourself the question, "Which is longer, 'several 16 days' or 'days'?" I'm going to start with you, 17 Mr. Gantz, as the person that issued it.</p> <p>18 A. [GANTZ] I would be the one responsible for 19 the specific wording. And right or wrong, dropping 20 the word "several" was intended to convey a more 21 extensive outage than perhaps had otherwise been 22 expected.</p> <p>23 Q. At this point in time -- well, let's 24 continue on, and we'll come back. The next one was</p>

<p style="text-align: center;">415</p> <p>1 on Saturday, December 13th, 7:30 a.m. Again, 2 Unitil's transmission lines were still deenergized; 3 correct? 4 A. [MEISSNER] Many of them, yes. 5 Q. Many of them. And the language is still 6 that Unitil anticipates it will take days. And then 7 again on the 13th at 4:30 p.m. -- 8 And interesting, the customers who were 9 without power -- and again, I'm really asking this 10 to understand -- how does the company think they're 11 going to get access to these PSAs? They're not 12 going to do it through the TV or radio. 13 A. [GANTZ] Well, the PSA was also posted on 14 the website, provided to CSRs. So customers that 15 had access to phones would hear this. They either 16 would hear it from the IVR messaging or from the CSR 17 or on the radio. There were a number of radio 18 stations, WTAG and WEIM, that were contacting us on 19 a regular basis, getting updates. The information 20 was also provided at the mayor's press conference on 21 Saturday. I believe I attended that one. 22 So we were making an effort to get the 23 information out. And I think just the level of 24 activity we saw in terms of people hitting the</p>	<p style="text-align: center;">417</p> <p>1 A. [GANTZ] I actually think that -- 2 Yes, it was my decision. We did discuss 3 it internally, and I think it may have been 4 something that was discussed at the Fitchburg EOC 5 that I then brought back -- just the fact that they 6 were starting to prepare, designate shelters, 7 identify shelters, and they wanted that information 8 to get out to the public. I suspect that was a key 9 topic at the mayor's press conference that day. 10 Q. When you say the Fitchburg EOC, that's the 11 company's -- 12 A. [GANTZ] I was referring to the City of 13 Fitchburg. 14 Q. The municipal EOC. Okay. 15 And again, I assume that somebody's 16 providing you the technical engineering information 17 that provides the background for this. You're not 18 going to talk about needing shelter unless someone's 19 told you that this storm was raised to a point where 20 people have to start taking measures to protect 21 themselves? I'm just wondering -- 22 A. [GANTZ] I would have to say, at this 23 point, in the context we were in, it was clear that 24 shelters were being established in the communities</p>
<p style="text-align: center;">416</p> <p>1 website indicated that they were finding any way 2 they could, maybe from work or whatever, to try and 3 access the information. 4 Q. And this same information was on the IVR? 5 A. [GANTZ] Yes. 6 Q. Saturday the 18th at 8:30 Unitil states 7 that it still anticipates it will take days. 8 A. [GANTZ] I should point out, we also 9 added -- I don't remember the precise time -- we 10 added to that language for faults and poles, and we 11 also added language about for those needing shelter 12 they should contact local emergency personnel. And 13 at that point we had a list of shelters that we had 14 been provided with. We posted that on the website, 15 provided that information to CSRs as well. 16 Q. And that's your decision, to add that 17 language? 18 A. [GANTZ] Yes. 19 Q. Actually, let me jump in: At first, the 20 language about shelters first shows up on Saturday, 21 December 13th, at 4:30. 22 A. [GANTZ] Yes. 23 Q. And that was your decision, for those 24 needing shelter?</p>	<p style="text-align: center;">418</p> <p>1 and people were being advised to, you know, take 2 measures. You know, if you're in the middle of 3 winter and the electricity is going to be out for 4 days, people -- you know, that's part of the context 5 that this was in. I think the discussion in the 6 media, the discussion among public officials, was 7 around the issue of shelters -- you know, the length 8 of time it was going to take. 9 Q. If we can turn to Page 110. This is the 10 PSA issued on Saturday, December 14th, at 9:00 in 11 the morning. Here for the first time it states 12 that, "While Unitil cannot provide specific 13 estimated restoration times, Unitil anticipates that 14 restoration efforts will continue for several days." 15 What information was provided to you to introduce 16 that language? 17 A. [GANTZ] I don't recall the specifics. I'm 18 sure it was based upon the information that was 19 being conveyed about the process of restoration in 20 all three of the service territories, and it was 21 language that, you know, I would have discussed 22 with, you know, Mr. Meissner, at a minimum, and 23 probably others. 24 Also, as you look at the PSA, we're</p>

<p style="text-align: center;">419</p> <p>1 trying to provide more information about what's</p> <p>2 happening. We address the safety issues of down</p> <p>3 wires. We address the safety issues on proper use</p> <p>4 of generators. So we're trying to get that</p> <p>5 information out into the public as well.</p> <p>6 BY MS. EVANS:</p> <p>7 Q. I'm just trying to mesh these PSAs with the</p> <p>8 time frames we talked about of what's up as you</p> <p>9 worked through the problems further out from Flag</p> <p>10 Pond.</p> <p>11 So Saturday night your substations are</p> <p>12 back up, so now we're at 9:00 o'clock Sunday</p> <p>13 morning. The substations are back up, and you still</p> <p>14 have 19,000 customers out in Fitchburg.</p> <p>15 A. [MEISSNER] Yes.</p> <p>16 Q. Therefore you realize that bringing the</p> <p>17 substations back up didn't bring up all these</p> <p>18 customers.</p> <p>19 A. [MEISSNER] That is correct.</p> <p>20 Q. Now you realize the damage is much further</p> <p>21 out at this point in time, and you're telling folks,</p> <p>22 "We can't even estimate restoration times at this</p> <p>23 point." Is that correct?</p> <p>24 A. [MEISSNER] That's correct. I mean, we</p>	<p style="text-align: center;">421</p> <p>1 of those things are going on. But your goal in the</p> <p>2 first several days of the storm is to come up with</p> <p>3 that estimation. Full-restoration estimate: When</p> <p>4 do you think you will be in a position to declare</p> <p>5 your customers are fully restored. That's what the</p> <p>6 restoration coordinator's job is in the first</p> <p>7 several days of the event.</p> <p>8 This event was unique. Again, as I</p> <p>9 talked, travel conditions -- even as late as Sunday,</p> <p>10 we had some of our substations up in Fitchburg. Not</p> <p>11 all of the substations were up. A majority of them</p> <p>12 were, but we still had several substations off.</p> <p>13 But we continued to experience damage.</p> <p>14 I mean, just because it was three days after the ice</p> <p>15 event had begun, it was not over. It was still</p> <p>16 causing problems. So we were still experiencing</p> <p>17 troubles at that time.</p> <p>18 Q. I think I'd like to switch gears for a</p> <p>19 little bit, and talk about the company's attempt to</p> <p>20 contact its life-support customers. Maybe a good</p> <p>21 point would be: Would you point us to where in the</p> <p>22 ERP the company's plan addresses life-support</p> <p>23 customers? Maybe they're called medical-priority</p> <p>24 customers. Could you identify where in the ERP this</p>
<p style="text-align: center;">420</p> <p>1 weren't able to provide good ETRs, period, but at</p> <p>2 that point, you are correct.</p> <p>3 BY MR. PERLMUTTER:</p> <p>4 Q. Mr. Letourneau, what's your role in the</p> <p>5 issuance of these PSAs? And I ask you because</p> <p>6 you're the emergency restoration manager, so you're</p> <p>7 a very key player here.</p> <p>8 A. [LETOURNEAU] I'm providing the information</p> <p>9 from basically the ground up. I'm the continuous</p> <p>10 contact with the restoration coordinators</p> <p>11 systemwide, talking to them about their status,</p> <p>12 talking to them about what their experience is in</p> <p>13 the field, what their restoration times are, what</p> <p>14 kind of problems are they having on their system,</p> <p>15 and constantly updating our restoration estimates.</p> <p>16 The first several days of a storm you</p> <p>17 spend your time doing a couple of parallel things.</p> <p>18 One is you begin performing your damage assessment,</p> <p>19 but the other is begin dealing with restoration.</p> <p>20 You have things you know you need to do. You have</p> <p>21 transmission, as we focused on systemwide, not just</p> <p>22 in Fitchburg. You have general emergencies. You</p> <p>23 have police and fire calling in, general emergencies</p> <p>24 that you need to -- you manage immediately. So all</p>	<p style="text-align: center;">422</p> <p>1 is addressed?</p> <p>2 A. [LAMBERT] That would be Section 5.08,</p> <p>3 medical-priority customers.</p> <p>4 Q. So, Mr. Lambert, help me out: Where in the</p> <p>5 functional chart does your position fall? You</p> <p>6 weren't identified as either communications</p> <p>7 restoration nor logistics coordinator, I don't</p> <p>8 think.</p> <p>9 A. [LAMBERT] Under communications</p> <p>10 coordinator, there is staff support. There's also</p> <p>11 customer services, telephones, walk-in, customer</p> <p>12 contact.</p> <p>13 Q. And your job is?</p> <p>14 A. [LAMBERT] My title is director of customer</p> <p>15 services.</p> <p>16 Q. And so it falls under your responsibilities</p> <p>17 to implement this part of the emergency restoration</p> <p>18 plan?</p> <p>19 A. [LAMBERT] That's correct.</p> <p>20 Q. So it's at 5.08 that it's dealt with.</p> <p>21 A. [LAMBERT] That's correct.</p> <p>22 Q. Let me read from the February 23rd filing</p> <p>23 at Page 25. If you look at the second bullet from</p> <p>24 the bottom, it says, "The ERP provides that attempts</p>

<p style="text-align: right;">423</p> <p>1 be made by customer service to contact as many</p> <p>2 life-support customers as prevailing conditions</p> <p>3 permit when an outage is projected to last longer</p> <p>4 than eight hours." Do you see where I am?</p> <p>5 A. [LAMBERT] Yes, I do.</p> <p>6 Q. Is that what the ERP says?</p> <p>7 A. [LAMBERT] No, it does not specifically say</p> <p>8 that.</p> <p>9 Q. But that's how the company has interpreted</p> <p>10 its obligations under the ERP?</p> <p>11 A. [LAMBERT] Yes, that's correct.</p> <p>12 Q. So again, we need to return to our</p> <p>13 chronology, which is the weather service on the 10th</p> <p>14 projected ice storms 1/2 to 1 inch, and so there was</p> <p>15 somewhere between a 24- to maybe 36-hour period</p> <p>16 where the company knew a storm was coming before the</p> <p>17 storm actually hit. Does that seem right?</p> <p>18 A. [LAMBERT] Yes, it seems about right.</p> <p>19 Q. The weather report was at 4:19.</p> <p>20 Mr. Letourneau said he got an email at 3:00 o'clock.</p> <p>21 That was on the 10th. And the storm hit</p> <p>22 approximately late evening.</p> <p>23 A. [LAMBERT] 8:00 p.m.</p> <p>24 Q. 8:00 p.m.?</p>	<p style="text-align: right;">425</p> <p>1 would be. That's in the plan going forward.</p> <p>2 Q. So the company did not contact any life-</p> <p>3 support customers either on the 10th or the 11th,</p> <p>4 before the storm hit?</p> <p>5 A. [LAMBERT] I'd have to refer to a data</p> <p>6 request that we had. I believe there was some</p> <p>7 contact with life-support customers on the 11th,</p> <p>8 after the event had started.</p> <p>9 Q. If we could find that information request,</p> <p>10 that would be helpful.</p> <p>11 A. [LAMBERT] Yes, on AG-4-109. You're</p> <p>12 correct, there was not any contact with customers on</p> <p>13 the 10th or the 11th.</p> <p>14 Q. And can I ask why not?</p> <p>15 A. [LAMBERT] Our practices prior to this</p> <p>16 storm and during this storm were to contact critical</p> <p>17 customers as they called in to report their outage.</p> <p>18 So shortly after each outage report of a critical-</p> <p>19 care customer that was identified, a customer-</p> <p>20 service representative would contact them to inform</p> <p>21 them that it could be a prolonged event, provide</p> <p>22 them with any safety information. And that's what</p> <p>23 the practice was through this storm.</p> <p>24 Q. So what's the purpose of contacting life-</p>
<p style="text-align: right;">424</p> <p>1 A. [LAMBERT] 8:00 p.m. on the 11th.</p> <p>2 Q. So somewhere greater than 24 hours.</p> <p>3 Did that kick in this provision that you</p> <p>4 were trying to contact these customers? Or, in your</p> <p>5 opinion, should it have, if it didn't?</p> <p>6 A. [LAMBERT] The period of time prior to the</p> <p>7 actual storm hitting did not key in any procedure to</p> <p>8 contact in advance medical customers.</p> <p>9 Q. Well, what if Mr. Letourneau, as the</p> <p>10 restoration manager, or the restoration coordinator</p> <p>11 in Fitchburg said, "You know what? We think we have</p> <p>12 a storm coming, and it is reasonable to assume that</p> <p>13 it will last greater than eight hours"? Would that</p> <p>14 have triggered this provision?</p> <p>15 A. [LAMBERT] Well, looking at this procedure,</p> <p>16 I don't believe it does. However, looking forward,</p> <p>17 the new procedure that has been designed for the</p> <p>18 customer-service role would be to incorporate an</p> <p>19 event such as that, a procedure such as that -- once</p> <p>20 extreme weather has been predicted, such as it was</p> <p>21 on December 10th, that all medical customers, life-</p> <p>22 support customers, would be contacted in advance, to</p> <p>23 say that there's poor weather coming, this could be</p> <p>24 a multi-day event, whatever the appropriate message</p>	<p style="text-align: right;">426</p> <p>1 support customers?</p> <p>2 A. [LAMBERT] In prior events -- because this</p> <p>3 was such an unprecedented event -- in prior events,</p> <p>4 any customer who had called in that was identified</p> <p>5 as a life-support customer, we would -- that</p> <p>6 information would be immediately sent to the</p> <p>7 distribution operating center, the DOC, and we would</p> <p>8 contact those customers for safety reasons, to let</p> <p>9 them know that this may be a prolonged event, to</p> <p>10 give them any estimated times of restoration, to see</p> <p>11 if they were okay, and then would also relay on to</p> <p>12 them any estimated times of restoration.</p> <p>13 In this particular storm it became</p> <p>14 apparent immediately that everything was out and</p> <p>15 that prioritization of restoration would not be</p> <p>16 possible, which was much different than any storm</p> <p>17 that we had gone through before in the call center</p> <p>18 as far as outages go.</p> <p>19 So the message at first was to inform</p> <p>20 them that it could be a prolonged event and to talk</p> <p>21 to them about shelter information, if there was so</p> <p>22 available, and any safety information.</p> <p>23 Q. So is it fair to say that the company</p> <p>24 didn't contact life-support customers before the</p>

<p style="text-align: center;">427</p> <p>1 event because it's just not the company's policy to 2 do so before an event?</p> <p>3 A. [LAMBERT] Well, I don't see it as a 4 policy. However, with any storm -- with any storm, 5 customer-service personnel, managers, supervisors 6 have the flexibility to do what's reasonable, and 7 sometimes during storms make decisions that go above 8 and beyond. In all prior storms we have not made a 9 decision, as far as I'm aware, to contact them prior 10 to an event starting.</p> <p>11 Q. And could you give me an example of what 12 kind of condition would qualify someone as a 13 life-support customer? Or maybe I should ask, I'm 14 sorry: What's the criteria, the threshold, above 15 which....</p> <p>16 A. [LAMBERT] It would be for a customer who 17 notifies the company, by a licensed physician -- 18 supplies a note from a licensed physician informing 19 us that they need electricity to operate their 20 medical equipment. That list would be put together 21 and kept on a shared drive that could be accessed by 22 customer-service representatives.</p> <p>23 Q. If you had been contacted by someone else 24 in the company on the 11th -- on the 10th or the</p>	<p style="text-align: center;">429</p> <p>1 personnel would be in the customer-service center. 2 That would be managed by a supervisor, and it would 3 be typically -- it could be assigned to supervisors 4 or customer-service representatives -- because at 5 the time storms hit, it's hard to say that, "You, 6 Mark Lambert," or, "You, customer-service rep, are 7 the designee." So that responsibility would be 8 rotated by available staff -- to available staff.</p> <p>9 Q. Mr. Letourneau, in your role as the 10 emergency restoration manager, did -- overseeing the 11 restoration coordinator in Fitchburg, did you see it 12 within your responsibilities that as soon as the 13 company might have projected an outage lasting 14 greater than eight hours, to communicate with the 15 communication coordinator such information so they 16 could activate the medical-priority -- so they could 17 get in touch with these life-support customers?</p> <p>18 A. [LETOURNEAU] I was in contact with the 19 communications coordinator, Mr. Gantz, if that's 20 what you're asking me.</p> <p>21 Q. No, actually, when I think of communication 22 coordinator, I think of Ms. Vanhillo, because she 23 served as the primary communication coordinator for 24 Fitchburg.</p>
<p style="text-align: center;">428</p> <p>1 11th and informed that this outage might have 2 exceeded eight hours, do you think you would have 3 ensured -- and now I'm reading from the ERP, on Page 4 38 -- that the designated medical-priority personnel 5 would have called the, I think it's 67 life-support 6 customers?</p> <p>7 A. [LAMBERT] Sixty-seven. 8 Could you rephrase the question?</p> <p>9 Q. If someone else in the company had informed 10 you that, similar to the emails we've spoken about 11 earlier today between Mr. Letourneau and others, 12 that this storm seemed like it could be big and we 13 should assume that it could easily exceed more than 14 eight hours, would you have had your medical- 15 priority personnel call the life-support customers?</p> <p>16 A. [LAMBERT] Yes, I believe I would. And I 17 base that decision now on the experience that I went 18 through with this storm and the procedure that came 19 out of this storm as well for life-support 20 customers. So looking back on it now, knowing what 21 I know now, I would.</p> <p>22 Q. And who exactly are medical-priority 23 personnel?</p> <p>24 A. [LAMBERT] The designated medical-priority</p>	<p style="text-align: center;">430</p> <p>1 A. [LETOURNEAU] Initially, in the initial 2 days of the storm. As we spoke about earlier, the 3 emergency restoration plan, again, that we had in 4 place was for the worst event that we, you know, had 5 ever had on our system before. This event was 6 unique. It was different. So we had to improvise 7 our plan to meet the needs of what occurred.</p> <p>8 Ms. Vanhillo started in the role. The 9 storm came in. Outages came to Fitchburg. She 10 started in the role as communications coordinator, 11 as she has in many events. At some point that 12 transitioned over to Mr. Gantz. Again, I testified 13 as to when that point was, that the communications 14 coordination began when Mr. Gantz took over dealing 15 with the media and dealing with other -- the other 16 locations as well systemwide.</p> <p>17 BY MR. NELSON:</p> <p>18 Q. Mr. Lambert, when were you notified from 19 either Mr. Meissner or Ray Letourneau that you were 20 going to have to staff up your telephone center?</p> <p>21 A. [LAMBERT] I'd have to check through 22 emails, but I believe that was on December 10th, 23 when the weather advisory came out.</p> <p>24 Q. When you received that advisory, that they</p>

<p style="text-align: center;">431</p> <p>1 were going to ask you to gear up your customer-</p> <p>2 service center, would you have, as part of gearing</p> <p>3 up the customer-service center, would you have</p> <p>4 contacted those customers then, on the 10th?</p> <p>5 A. [LAMBERT] We have never contacted life-</p> <p>6 support customers prior to an event starting, so we</p> <p>7 would not have.</p> <p>8 Q. Are you aware of DPU Order 91-228?</p> <p>9 A. [LAMBERT] What was that in reference to?</p> <p>10 Q. Hurricane Bob, and it has to do</p> <p>11 specifically with life-support customers.</p> <p>12 A. [LAMBERT] I have read it. I have read</p> <p>13 that order since the storm, yes.</p> <p>14 Q. Did you have a policy in place prior to the</p> <p>15 storm for contacting them?</p> <p>16 A. [LAMBERT] We did not have a written</p> <p>17 policy. This was the written policy that we had,</p> <p>18 that we were following. And it simply stated to</p> <p>19 contact life-support customers during an event.</p> <p>20 Q. And I have seen the new policy that has</p> <p>21 been submitted to us.</p> <p>22 A. [LAMBERT] That's correct.</p> <p>23 Q. So there was none prior to --</p> <p>24 A. [LAMBERT] That's correct.</p>	<p style="text-align: center;">433</p> <p>1 customers, to be proactive, based on you knew the</p> <p>2 storm was coming, I'm assuming you're beginning</p> <p>3 emergency staffing levels? And honestly, I'm</p> <p>4 assuming all these decisions come through the</p> <p>5 communications coordinator, because that's the key</p> <p>6 person. But how long would it have taken to call 67</p> <p>7 customers?</p> <p>8 A. [LAMBERT] Well, it would not have taken</p> <p>9 very long -- within hours -- to call them. I don't</p> <p>10 know how long it would take to actually reach each</p> <p>11 one. With this storm, other challenges were, with</p> <p>12 the customers we did call, to actually try to reach</p> <p>13 them, because communications systems, land lines,</p> <p>14 were also down as well.</p> <p>15 Q. I'm thinking about the time before the</p> <p>16 storm. Let me ask the question: In the time before</p> <p>17 the storm, how many personnel were located in the</p> <p>18 call center --</p> <p>19 In Concord?</p> <p>20 A. [LAMBERT] Correct.</p> <p>21 Q. How many customer-service reps and others</p> <p>22 who could make calls were in the call center in a</p> <p>23 time before -- after the warning -- after the storm</p> <p>24 was predicted and before the storm hit?</p>
<p style="text-align: center;">432</p> <p>1 Q. -- the December storm.</p> <p>2 A. [LAMBERT] There was not.</p> <p>3 BY MS. EVANS:</p> <p>4 Q. Mr. Lambert, I'm still looking at your</p> <p>5 response to AG-4-109.</p> <p>6 A. [LAMBERT] Yes.</p> <p>7 Q. You testified earlier that the storm hit at</p> <p>8 approximately 8:00 o'clock p.m. on December 11th.</p> <p>9 And on your response to AG-4-109 you show a number</p> <p>10 of these life-support customers calling in on the</p> <p>11 12th, indicating that they were without power.</p> <p>12 Again, how many life-support customers did you have</p> <p>13 on your list?</p> <p>14 A. [LAMBERT] Sixty-seven. Sixty-seven were</p> <p>15 on that list as of a March date.</p> <p>16 Q. On December 12th did any of those 67</p> <p>17 customers have power?</p> <p>18 A. [LAMBERT] I'm not aware. But if we had</p> <p>19 100 percent without power, it's safe to assume that</p> <p>20 they did not have power.</p> <p>21 A. [GANTZ] Unless they had a generator.</p> <p>22 BY MR. PERLMUTTER:</p> <p>23 Q. I don't know if you think about things this</p> <p>24 way. How long would it have taken you to call these</p>	<p style="text-align: center;">434</p> <p>1 A. [LAMBERT] Customer-service</p> <p>2 representatives, the staff at that time, prior to</p> <p>3 the storm, was approximately 27 representatives.</p> <p>4 That's not necessarily 27 representatives working at</p> <p>5 the same time, but a staff of 27. Upon hearing the</p> <p>6 weather report and the prediction of when the</p> <p>7 weather was going to come in, we made decisions to</p> <p>8 change the staffing of that, which included fully</p> <p>9 going to a 24/7-by-7 operation in the call center.</p> <p>10 The normal hours of operation is 5:00 a.m. to 11:00</p> <p>11 p.m., and after 11:00 p.m., until 5:00 a.m. the next</p> <p>12 morning, the Fitchburg operating center handles the</p> <p>13 calls. Customers get the IVR options after hours</p> <p>14 like that, but emergencies would get answered by</p> <p>15 them.</p> <p>16 So the first decision was that this</p> <p>17 looks bad and we automatically will make the</p> <p>18 decision to staff the call center 24 hours a day</p> <p>19 until the event is concluded. And then, on the</p> <p>20 11th, it's the decision to rest staff so they would</p> <p>21 be available for later hours, to prepare for the</p> <p>22 24-hour operation.</p> <p>23 MS. EVANS: Let's go off the record,</p> <p>24 please.</p>

I N D E X

1 (Discussion off the record.)
 2 MS. EVANS: Back on the record. We were
 3 just conferring on adjusting the witness schedule.
 4 What we will do is have the Lunenburg and Fitchburg
 5 Town officials, those two panels available for
 6 cross-examination tomorrow morning, on Wednesday,
 7 followed by the other two witnesses sponsored by the
 8 Office of the Attorney General, Ms. Alexander and
 9 Dr. Brown. And depending on our timing, after the
 10 cross-examination is done with those witnesses, we
 11 will have the company panel back up for further
 12 cross-examination, and that cross-examination will
 13 spill over into Thursday, for however long it takes
 14 to finish that cross-examination. And after that
 15 point, Mr. Yardley will be up for cross-examination.
 16 It may be that we do also spill into Friday; we'll
 17 have to see how that goes, as the cross-examination
 18 goes further. Is there anything else at this point
 19 in time, before we close the record for today?
 20 Thank you. Off the record.
 21 (5:15 p.m.)

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3	EXAMINATIONS	
4	THOMAS P. MEISSNER, JR., GEORGE R. GANTZ,	
5	MARK LAMBERT, RAYMOND LETOURNEAU, and	
	RICHARD FRANCAZIO	
6	MS. PURCELL	203
	MR. CHAN	204
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7	MR. PERLMUTTER	272
	MS. EVANS	291
8	MR. PERLMUTTER	292
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9	MR. PERLMUTTER	304
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10	MR. NELSON	312
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11	MR. NELSON	321
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12	MR. NELSON	331
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14	MS. EVANS	355
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15	MR. NELSON	363
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16	MS. EVANS	385
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17	MR. NELSON	399
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18	MS. EVANS	419
	MR. PERLMUTTER	420
19	MR. NELSON	430
	MS. EVANS	432
20	MR. PERLMUTTER	432

EXHIBITS MARKED

22	Exhibit FGE-8	312
	RECORD REQUESTS	
23	Record Request Lunenburg 1	256
	Record Request DPU-1	327
24	Record Request DPU-2	332

REPORTER'S CERTIFICATE

1 I, Alan H. Brock, the officer before
 2 whom the foregoing proceedings were taken, do
 3 certify that this transcript is a true record of the
 4 proceedings on May 12, 2009.
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 22 Alan H. Brock, RDR, CRR.
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